

Improving Employee Performance Through the Role of Employee Trust by Considering Employee Engagement and Organizational Culture

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ABSTRACT

This study set out to ascertain the relationship between employee trust as an intervening variable and the effects of organizational culture and employee engagement on employee performance. This research uses quantitative methods, namely by analyzing the Least Squares Technique (PLS). There were 120 participants in the study's sample. Saturated sampling was used to get primary data via questionnaires. Path analysis, direct effect, and indirect effect are among the data that are collected through the use of questionnaires and hypothesis testing. The findings demonstrated that while organizational culture and employee engagement had no direct impact on performance, they did have a favorable and considerable impact on employee trust. Employee performance is also positively and significantly impacted by employee trust. Employee engagement and organizational culture have a positive and significant effect on employee performance through employee trust. The relationship between employee engagement, company culture, and employee performance is mediated by the variable of trust. The results of this study can provide practical guidance for management and HRD in designing policies and programs aimed at improving employee performance through the development of trust, engagement, and a healthy organizational culture.

1. INTRODUCTION

Enhancing worker productivity is the primary objective of any firm seeking expansion and longevity. One of the most important factors in modern firms' success is employee performance. Mathis and Jackson [1] define employee performance as actions carried out or not carried out by employees. The main factors that influence employee performance include the employee's abilities, the effort provided, and the support provided to the organization. Employees are assets that competitors cannot imitate and, therefore, must be considered the most valuable resource [2]. Employee performance is reflected not only in individual productivity but also in team collaboration, commitment to the organization, and positive contributions to achieving company goals. In this context, the role of employee trust is a key factor that influences the work atmosphere and interactions between organizational members.

Employee trust is the level of employee readiness to influence organizational behaviour [3]. High trust can create a positive work environment, increase collaboration, and provide extra motivation to perform optimally. Therefore, it is important to understand more deeply how employee trust can be activated and strengthened in order to have a positive impact on employee performance. Previous research results state that trust influences employee performance [4–8].

In addition, organizational culture and the phenomenon of employee engagement play a big factor in influencing employee trust and performance. One of the key ideas in organizational behavior, employee engagement, has drawn a lot of attention in scholarly studies (Hanaysha, 2016). Because employee engagement is so practical in today's commercial organizations, it has emerged as the most explored subject of human resources in recent years. An important antecedent of many organizational outcomes, including worker performance, commitment, and competitive advantage, is employee engagement [9]. An individual's positive attitude toward the firm and its values is defined as employee

engagement [10]. Employee engagement includes the employee's level of involvement, identification, and emotional attachment to the job and organization. Previous research states that employee engagement is a factor that influences employee performance [11–21]. However, there are also research results that state employee involvement does not affect employee performance [22–24]. This is a gap that needs further research. Apart from influencing employee performance, employee engagement also influences trust [25–28].

The values, customs, beliefs, and behaviors that are acknowledged and upheld inside a company are referred to as its organizational culture. Employee performance, on the other hand, describes each person's efficacy and efficiency in reaching corporate objectives. According to Schein [29], the common beliefs, attitudes, and preconceptions inside a company are called its organizational culture. One of the most crucial elements influencing employee job results and organizational effectiveness is organizational culture. [30]. Previous studies have shown that employee performance is influenced by corporate culture [15, 31–35]. Nevertheless, according to some studies, corporate culture has little bearing on worker performance [36].

A strong and positive organizational culture has a close relationship with the level of employee trust in the organization where they work. Employee trust is a key element in building a harmonious relationship between employees and the organization, and organizational culture plays an important role in establishing and maintaining that trust. Previous research states that organizational culture influences employee trust [26, 37–39]. Employee engagement and a strong organizational culture can be a strong foundation for building and maintaining employee trust so that they can improve their performance.

Although human resource management literature has extensively reviewed employee trust, employee engagement, and organizational culture separately, there is still a lack of comprehensive understanding of how the three interact and influence each other to improve employee performance.

Previous research has shown that employee engagement and organizational culture can affect employee trust in the company. However, there hasn't been much research exploring how the relationship between employee engagement, organizational culture, and employee trust plays out in the context of PT. MNC Television Network (iNews TV). Therefore, this study aims to fill the knowledge gap by analyzing the influence of employee engagement and organizational culture on employee trust in PT. MNC Television Network (iNews TV). Therefore, this research was initiated to bridge this knowledge gap and provide deeper insight into the complex dynamics between employee trust, employee engagement, and organizational culture in the context of improving employee performance.

Through a deeper understanding of this relationship, it is hoped that this research can provide practical guidance for organizations to develop effective strategies for building employee trust, increasing engagement, and strengthening organizational culture to achieve optimal employee performance.

2. LITERATURE REVIEW

Employee performance

The outcome of the work that workers have done in carrying out their responsibilities and activities is known as employee performance [40]. It describes the extent to which goals are achieved and shows that each individual, group, or work unit is able to achieve the set targets. Employee performance, which is the result of fulfilling or completing tasks, reflects the level of success of employee efforts in completing their work [41]. According to Dessler [42], employee work performance determines employee performance. Pradhan & Jena [43] explain the three dimensions of performance: task performance, adaptive performance, and contextual performance. According to Mangkunegara [43], work performance is the amount and quality of work results an employee achieves in carrying out his duties in line with the work obligations assigned to him, whereas employee performance is the work achievement attained by an individual. Performance is the outcome of an individual's labor completed in accordance with job standards. [44].

Indicators for achieving company goals require the number of jobs, quality of work, punctuality, attendance, and workability [44]. Performance measurement can also be divided into work results, work behaviour and personality traits [45]. It also refers to employee performance in customer service.

Employee Engagement

Employee engagement has an important meaning in the context of workforce management. Engaged employees have an emotional bond, love their work and are committed to their organization [9]. Employee work involvement is seen when an employee enjoys autonomy in making decisions without much consultation with superiors. Apart from that, superiors also allow them to do so without much interference when they have trust and confidence in the abilities and competencies of their subordinates [25]. Work engagement and organizational engagement are terms used to describe an employee's complete physical, mental, and emotional commitment to their roles as members of the organization and in their line of work, respectively [46]. According to Men [47], employee engagement is defined as "the degree of involvement, interaction, intimacy, and influence a person has with a brand over time, a person's participation with a brand, regardless of channel, through which they make decisions". Engaged employees will allocate a lot of effort and time to improve their skills and knowledge in order to adapt and be more creative at work [48].

Six items are used to measure employee engagement at the individual level, and they are taken from Mackay et al. [49] (for instance, actively engages in meetings to discuss ways to improve work; regularly evaluates the activities of employees; offers suggestions to enhance group work; actively participates in management meetings to discuss organizational development; awards bonuses based on work performance; Additional metrics for gauging employee involvement include vigor, devotion, and absorption. [50]. Macey et al. used indicators in this study to quantify employee engagement [51], namely, the capacity to engage, the motivation to engage, the freedom to engage, and the focus of strategic engagement. Employee engagement has a significant relationship with employee performance. Employee engagement refers to an employee's level of emotional, social, and spiritual attachment or connectedness to their work, the organization they work for, and the vision and goals of that organization. Previous research results state that employee engagement influences employee performance [11–21].

Based on the explanation above, the first hypothesis in this research is:

H1: There is a significant influence between employee engagement and employee performance

Employee engagement and trust have a close relationship and influence each other in the work environment. This is shown in the results of previous research, which states that employee engagement has an influence on employee trust [25–28]. Thus, employee engagement and trust mutually support and strengthen each other in the work environment. Organizations that are able to build and maintain high levels of employee engagement tend to have higher levels of trust among employees and the entire organization, which in turn improves employee performance. Therefore, the second hypothesis in this research is:

H2: There is a significant influence between employee engagement and employee trust

Organizational culture

Employees' feelings, thoughts, and behaviors at work are influenced by the common ideas, values, and standards that make up the organizational culture [52]. Robbins & Judge [53] "a system of shared meaning held by members that differentiates the organization from other organizations" is the definition of organizational culture. Collective mind programming, also named for organizational culture, is what sets one organization's members apart from another [32]. The Competitive Values Framework is one tool for analyzing culture (CVF). Two axes are used in this framework: stability and flexibility (differentiating flexibility and dynamism from stability, command, and control) and organizational focus (internal vs. external). The four unique organizational cultures that result from these two axes are market, hierarchy, adhocracy, and clan [54]. Top management is typically more trusted in organizations with a creation- and collaboration-focused culture [38].

Meanwhile, for the characteristics of organizational culture, Robbins [45] highlighted seven traits: aggressiveness, stability, results orientation, people orientation, team orientation, inventiveness and risk-

taking, and attention to detail. Robbins [45], according to an organizational culture study, workers in businesses with stronger cultures have higher levels of employee loyalty than workers in businesses with weaker cultures. In robust cultures, continuous recruitment efforts and socialization tactics enhance employee dedication, leading to improved performance. This study identifies organizational culture through factors such as providing members with a distinct identity, promoting commitment to larger causes, ensuring social cohesion, and presenting perspectives that inform decision-making and are widely accepted. [55]. According to Gibson et al. [56], an organization's widespread set of rules, values, and beliefs is known as its organizational culture. Depending on its fundamental principles, beliefs, and conventions, organizational culture can either strengthen or impair an organization's efficacy. Organizational culture is an organization's pattern of thinking and acting, especially decision-making, including communication patterns between leaders and subordinates. Organizational culture is very influential in shaping and giving understanding to every member of the organization to have behaviour and take actions that are in accordance with norms and can be passed on from one generation to the next.

Organizational culture significantly influences employee performance [15, 31–35]. A strong and positive organizational culture can create a work environment that supports and motivates employees to reach their full potential. A culture that promotes open communication, fairness, innovation, and respect will positively impact individual performance and the organization as a whole.

Based on this explanation, the third hypothesis in this research is:

H3: There is a significant influence between organizational culture on employee performance.

Organizational culture also has a close relationship with the level of employee trust in the organization where they work [26, 38, 39]. A supportive, transparent, fair and consistent organizational culture plays a key role in building and maintaining high levels of trust among employees. This strong trust is the foundation for a healthy relationship between employees and organizations, which in turn can improve performance, employee retention, and the long-term success of the organization. Therefore, the fifth hypothesis in this research is:

H4: There is a significant influence between organizational culture on employee trust

Employee Trust

Perceived organizational support is characterized by trust, which is favorably connected [57]. Mayer & Gavin [58] trust can be defined as the readiness to expose oneself to another when that person cannot be controlled or observed.. Trust is an indication that employees believe in the values of the organization and are, therefore, interested in contributing to achieving business goals. The trust factor will increase when there is a perception that the norms of organizational involvement are fair in terms of rewards, recognition, and succession planning in the organization [25]. Many facets and procedures of organizational operation depend on trust. The definition of trust in an organizational setting is a mutually beneficial connection between two or more parties [59]. The perception among workers that their management would treat them fairly and honestly has a significant role in motivating them to make extra efforts to boost productivity [60]. Developing trust with staff members might inspire them to work hard and move forward since they enjoy being a part of the organization. When it comes to creating organizational goods, employee trust can also inspire creativity and innovation, as well as a willingness to take calculated risks [61].

Robbins & Judge [53] enumerate five crucial aspects of the notion of trust that might serve as measurement criteria. The five dimensions are as follows: (1) Loyalty, or the readiness to defend and save face for another person; (2) Competency, or an individual's technical and interpersonal knowledge and skills; (3) Consistency, or personal dependability; predictability, and sound judgment in handling situations; and (5) Openness. Flavian et al. [62] state that trust fosters honesty, benevolence, and competence.

Strong trust in the workplace is an important factor that influences overall employee performance [4–8]. Organizations that are able to build and maintain healthy trust among employees will reap benefits in the form of higher productivity, better retention, and greater employee satisfaction. Based on the above, the fifth, sixth and seventh hypotheses in this research are:

- H5: There is a significant influence between employee trust on employee performance.
H6: There is a significant influence between employee engagement on employee performance through employee trust.
H7: There is a significant influence between organizational culture on employee performance through employee trust.

2. METHOD

Design, organization, and collection of research data

This study employs a quantitative research approach that uses hypothesis testing to explain the link or effect that exists between variables. The study's population is comprised of 120 employees of PT ABC one of broadcasting company in Jakarta. Saturated sample sampling was the method employed in this investigation. Sugiyono [63] states that saturated sampling is a sample selection method in which every member of the population is included in the sample, so the sample size for this study consisted of 120 individuals. There are two categories of variables in this study: exogenous and endogenous. Two examples of exogenous variables include company culture (X2) and employee engagement characteristics (X1). This study focuses on employee trust (Y), an intervening endogenous variable, and employee performance (Z), an endogenous variable.

Measurement

The factors that were part of this investigation were modeled by researchers as components. These variables, which comprise elementary composites with facts or dimensions, are also referred to as design artifacts or constructions. Components are regarded as linear combinations of their corresponding dimensions or indicators in this situation [64]. The employee performance assessment instrument is measured through indicators: the amount of work, quality of work, punctuality, attendance, and workability [44]. Measurement of employee engagement is measured by indicators adopted by Macey et al. [51], namely, the capacity to engage, the motivation to engage, the freedom to engage and the focus of strategic engagement. The indicators measure the organizational culture variables in this study: conveying a sense of identity for organizational members, facilitating commitment to something greater than oneself, increasing social stability, and providing premises (points of opinion) that are accepted and recognized for decision-making [55]. Meanwhile, the trust variable in this study was measured using indicators: honesty, benevolence, and competence ([62]

Data analysis

It is common practice to analyze outcomes through direct and mediation using partial least squares (PLS) methodologies. To test the conceptual model, variance-based structural equation modeling (PLS) was employed [65]. This method was selected for a number of reasons. First off, PLS approaches can be used to assess mediation, adjust for measurement error, and produce more precise mediation effect forecasts. Second, PLS is more suited for prediction applications because to its ability to display variation and the fact that its modeling assumptions are sufficient for creating and verifying intricate models, which is advantageous for estimating large and intricate models [66]. Finally, PLS path modeling can effectively handle non-normal data since it provides a useful technique for latent variable route analysis with reflecting determinants [66]. Because there is no bias in the model, path modeling in PLS is consistent in this instance. Furthermore, component scores were applied appropriately in two-stage analyses to describe multidimensional constructs [65]. Evaluating the measurement model is the first stage; looking at the structural mode is the second.

Conceptual framework

Furthermore, Figure 1 illustrates the conceptual framework for this research, which is based on the high correlation between theoretical and empirical studies of the variables under investigation.

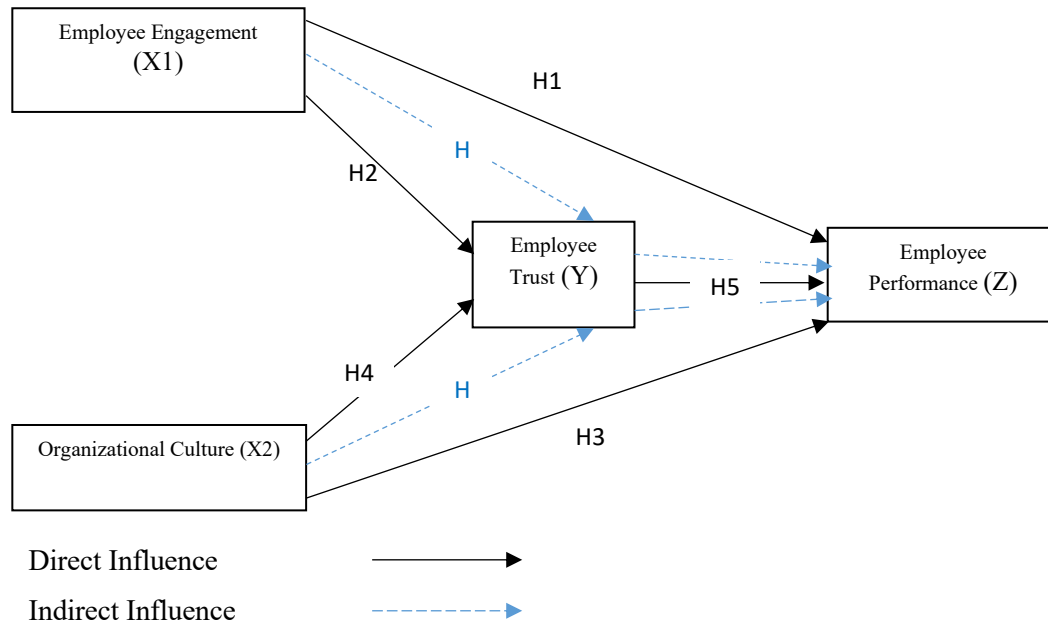


Figure 1. Conceptual Framework

4. RESULTS AND DISCUSSION

4.1. Results

Demographic Profile

Table 1. Demographic of Respondents

Respondent Characteristics	Variable	Frequency	Percentage (%)
Gender	Male	104	87
	Female	16	13
Age	< 30 years old	62	52
	30 - 40 years old	25	21
	40 - 50 years old	23	19
	> 50 years old	10	8
Education level	Senior high school	33	28
	Associate Degree	12	10
	Bachelor's degree	70	58
	Master's degree or above	5	4
Length of employment	1 - 5 years	47	40
	5 - 10 years	59	50
	11 - 15 years	11	9
	> 15 years	3	1
Personal income monthly	< Rp.6 million	71	59
	Rp.6 - 8 million	43	36
	> Rp.8 million	6	5

Descriptive statistical analysis of valid questionnaires shows the general composition of respondents (Table 1): male employees dominate (87%), with most employees less than 30 years old (52%). The education level of most respondents is undergraduate (58%), with most working between 5 and 10 years (50%), while most employees earn less than Rp. 6 million per month (59%).

Measurement Model

The validity and reliability of the measurement items are evaluated, and the findings are shown in Table 2. The model includes indicators such as loading factors, composite reliability (CR), average variance extracted (AVE), and Cronbach's alpha. AVE and outer loadings, often known as loading

factors, can be used to evaluate convergent validity tests. When the AVE value is greater than 0.50 and the outer loadings value is greater than 0.70, an indicator is said to have strong validity and meet convergent validity. [67]. All factor loadings show outer loading values > 0.7 and AVE > 0.50 to meet convergent validity [68].

Table 2. Validity & Reliability Test

Constructs	Item	Loading	VIF	CR	AVE	Cronbach's α
Employee Engagement	EE1	0.860	2.524	0.894	0.733	0.879
	EE2	0.879	2.270			
	EE3	0.863	2.508			
	EE4	0.822	2.007			
Organizational Culture	OC1	0.893	3.461	0.929	0.750	0.917
	OC2	0.842	2.377			
	OC3	0.860	2.565			
	OC4	0.832	2.436			
	OC5	0.901	3.215			
Employee Trust	ET1	0.779	1.500	0.775	0.675	0.761
	ET2	0.836	1.559			
	ET3	0.848	1.566			
Employee Performance	EP1	0.845	3.000	0.908	0.723	0.904
	EP2	0.833	2.301			
	EP3	0.903	3.718			
	EP4	0.852	2.369			
	EP5	0.815	2.384			

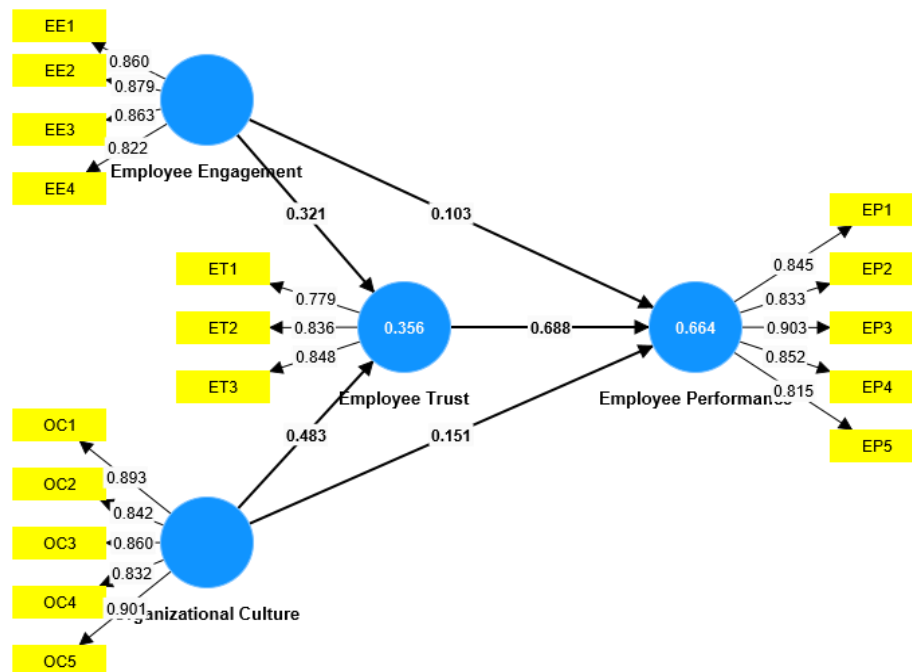


Figure 2. Loading Factor Test

Fornell and Larcker [69] imply that the square root of the AVE for each factor surpasses the correlation coefficient between that element and other factors, establishing the discriminant validity of the PLS measurement model. As a result, discriminant validity was verified, as indicated by Table 3.

Table 3. Discriminant Validity (Fornell–Larcker criterion).

	Employee Engagement	Employee Performance	Employee Trust	Organizational Culture
Employee Engagement	0.856			
Employee Performance	0.356	0.850		
Employee Trust	0.352	0.801	0.822	
Organizational Culture	0.065	0.505	0.504	0.866

The cross-loading values of the indicators connected to the building of the reflective measuring model are displayed in Table 4. Compared to other indicators, the reflective measurement model's indicators should have maximum loading on the underlying latent structure. Concerning Table 4, the reflective measurement model index indicates that each latent structure has a higher load than the other latent structures, as the bolded numbers indicate. Consequently, these findings satisfy the evaluation requirements for cross-loading and offer adequate proof of the reflecting measurement model's discriminant validity.

Table 4. Discriminant Validity (Cross-Loadings).

	Employee Engagement	Employee Performance	Employee Trust	Organizational Culture
EE1	0.860	0.261	0.271	0.073
EE2	0.879	0.369	0.358	0.048
EE3	0.863	0.297	0.274	0.041
EE4	0.822	0.274	0.288	0.065
EP1	0.363	0.845	0.644	0.415
EP2	0.285	0.833	0.646	0.483
EP3	0.372	0.903	0.724	0.431
EP4	0.273	0.852	0.758	0.407
EP5	0.214	0.815	0.621	0.412
ET1	0.195	0.524	0.779	0.394
ET2	0.374	0.684	0.836	0.391
ET3	0.283	0.740	0.848	0.455
OC1	0.037	0.377	0.382	0.893
OC2	0.077	0.411	0.433	0.842
OC3	0.100	0.485	0.503	0.860
OC4	-0.033	0.344	0.342	0.832
OC5	0.073	0.523	0.481	0.901

In reliability testing, there are two important indicators, namely Composite Reliability and Cronbach's α . According to Hair et al. [70], Composite Reliability is considered acceptable and valid if the value is >0.70 , while a Cronbach's α value >0.60 is considered acceptable or valid in the research context. All factor loadings shown in Table 1 show a CR value > 0.70 and a Cronbach's α value > 0.60 , so the reliability test is fulfilled in this study.

Structural Model

The degree to which the independent (exogenous) variable influences the dependent (endogenous) variable is measured using the coefficient of determination (r-square). A study's prediction model is better when the r-square number is greater. R-square values must meet one of three criteria: >0.75 (strong), >0.50 (moderate), or >0.25 (weak) [68]. Table 5 contains the findings of the r-square test.

Table 5. Coefficient of Determination

	R-square	R-square adjusted
Employee Performance	0.664	0.656
Employee Trust	0.356	0.345

With an adjusted r-square value of 0.656, or 65.6%, the combined or simultaneous influence of employee engagement, organizational culture, and employee trust on employee performance is 0.664. Employee performance has an R-square of 0.664. The modified r-square of less than 75% indicates that the exogenous variables of employee engagement, organizational culture, and employee trust have a moderate impact on employee performance. Similarly, the R-square value of employee trust is 0.356. Organizational culture and employee engagement had a combined effect on employee trust of 0.356, with an adjusted R-square value of 0.345, or 34.5%. Given that the adjusted R-square is less than 75%, the influence of corporate culture and other external factors on employee trust is limited.

The goodness of fit test can be evaluated by observing the standardized root mean square residual (SRMS) value. In SEM analysis using SmartPLS, if SRMS is less than 0.08, then the model is considered suitable or appropriate. [71].

Table 6. Fit Model

	Saturated model	Estimated model
SRMR	0.073	0.073
d_ ULS	0.808	0.808
d_ G	0.570	0.570
Chi-square	389.637	389.637
NFI	0.756	0.756

The model is appropriate because, according to the Standardized Root Mean Square (SRMR) value, it is less than 0.08 at 0.073. Consequently, it can be said that the model matches the data.

Table 7. Prediction Conformity Test

	SSO	SSE	Q ² (=1-SSE/SSO)
Employee Engagement	480.000	480.000	0.000
Employee Performance	600.000	321.830	0.464
Employee Trust	360.000	281.623	0.218
Organizational Culture	600.000	600.000	0.000

Predictive Fit (Q Square) or Q² is a metric used to evaluate the extent to which the model and its parameters fit the data. A model is said to have good predictive suitability if the Q Square value is > 0, and if the value is ≤ 0, then the predictive suitability of the model is considered poor [70]. The quality of a model can be classified based on the Predictive Suitability (Q²) value as follows: a model with a strong model (value of 0.35), a moderate model (value of 0.15), and a weak model (value of 0.02). Employee performance and confidence values in Table 7 were found to be 0.464 and 0.218, respectively. These results demonstrate the good predictive relevance of the model, as shown by a value of >0.

The PLS structural model's path coefficients, which were estimated using the bootstrap technique, were utilized to assess the hypothesis verification findings in this study. A popular technique for assessing the importance of path coefficients in PLS path models is the bootstrap method, which estimates measured values with the same distribution from sample data using restoration extraction [72].

Table 8 displays the path coefficient and t-value of the structural model in the PLS structural model, which illustrates the causal relationship between latent variables. The study hypothesis can be

deemed approved if the t-statistic is higher than ± 1.966 [70]. Five of the seven hypotheses were accepted as a consequence of the testing, except H1 and H3. Employee engagement in testing H2 and H4 and organizational culture were found to have a positive (+) affect on employee trust. After this, the next hypothesis, H5, was proposed and proved to be quite significant. It was shown, however, that there was little correlation between worker performance and corporate culture and employee engagement (H1 and H3). Testing the indirect effects of H6 and H7 revealed that employee engagement and corporate culture positively (+) affect employee performance through employee trust. This illustrates how employee trust can act as a mediator in the relationship between engagement and organizational performance.

Table 8. Results of the Hypothesis Test.

Hypothesis	Variables	Path Coefficient	STEDEV	t-Statistics	p-Value	Results
H1	EE ->EP	0.103	0.065	1.597	0.110	NS
H2	EE ->ET	0.321	0.091	3.535	0.000	S
H3	OC ->EP	0.151	0.120	1.259	0.208	NS
H4	OC ->ET	0.483	0.091	5.304	0.000	S
H5	ET ->EP	0.688	0.074	9.326	0.000	S
H6	EE ->ET->EP	0.221	0.071	3.097	0.002	S
H7	OC ->ET->EP	0.332	0.072	4.590	0.000	S

Notes: S: Supported, NS: Not supported

4.2. Discussion

Through employee trust, this research seeks to close the gap in the relationship between corporate culture, employee performance, and employee engagement. In the context of enhancing employee performance, the research findings will offer more profound understanding of the intricate relationships among employee trust, employee engagement, and organizational culture.

First, the results of data analysis showed no significant influence between employee engagement and employee performance. The results of this study support previous research stating that employee engagement does not affect employee performance [22–24]. Employee engagement does not always have a direct influence on employee performance because there are other factors that influence the relationship. Some of the reasons why employee engagement does not directly affect employee performance include the fact that employee engagement can be influenced by factors outside the control of the organization, such as their trust in management and organizational culture. Thus, while employee engagement is important and usually positively correlated with performance, there is no guarantee that engaged employees will always have high performance. The relationship between employee engagement and performance is influenced by a wide range of circumstances. A wide concept, employee engagement affects practically every area of human resource management that has been studied to far. Employees will not completely engage in their job roles if each human resource component is not effectively addressed with the appropriate strategy, which will result in mismanagement [73].

Second, employee engagement affects employee trust. The results of this study support previous research which states that employee engagement affects employee trust [25–28]. Employee engagement affects employee trust because of the close relationship between the two in creating a positive and productive work environment. Employees who feel engaged in their work tend to have a stronger emotional attachment to the organization and their coworkers. This creates the basis for building trust as employees are more likely to believe in people or entities they care about. The implementation of the idea of employee involvement will be strengthened by concrete proof of justice and confidence founded on mutual respect, as well as by pledges and obligations that can be kept [19]. Thus, employee engagement not only creates a positive work environment, but also builds a strong foundation to strengthen employee trust. Employees who feel engaged tend to have a higher level of trust in their organization, coworkers, and management.

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Third, organizational culture has no effect on employee performance. The results of this study support previous research which states that organizational culture has no effect on employee performance [36]. Organizational culture represents the perceptions shared by organizational members [34]. However, this does not mean that organizational culture has a direct effect on employee performance [36]. Organizational culture can influence employee performance through various channels, such as motivation, job satisfaction, retention rates, engagement levels and also employee trust. However, these influences are often indirect and difficult to measure in a clear way. Organizational culture may have certain values, but the implementation and interpretation of those values may vary among individuals and teams within the organization. Therefore, the influence of culture on performance can vary.

Fourth, organizational culture affects employee trust. Previous research also stated this [26, 37–39]. Organizational culture has a significant influence on employee trust because organizational culture creates a framework that influences employee perceptions of fairness, transparency, and the values held by the organization. An organizational culture that is consistent in conveying and implementing certain values creates clarity and certainty for employees. This consistency helps build trust as employees feel confident that the organization is committed to adhering to those values. Both theory and practical studies have demonstrated the importance of trust in an organization's ability to respond to crises [37]. Thus, organizational culture plays a key role in shaping employee trust as it creates a work environment that is supportive, transparent, fair, and meets employees' emotional and psychological needs. A strong and positive organizational culture can be a solid foundation for building and maintaining employee trust in the organization.

Fifth, employee trust influences employee performance. The results of this research support previous research, which states that employee trust influences employee performance [4–8]. Employees who trust their superiors, coworkers, and the organization tend to be more motivated to give their best in their work. Trust creates a strong emotional and psychological bond, which encourages employees to engage more actively in their tasks. Employees who believe in the organization's vision, values, and goals tend to be more committed to achieving desired results. They feel that their efforts have a significant and relevant impact on the overall success of the organization. Thus, employee trust not only creates a more enjoyable and cooperative work environment but also directly improves employee performance by motivating, inspiring engagement, increasing collaboration, and reducing obstacles that hinder productivity.

Fifth, employee trust affects employee performance. The results of this study support previous research which states that employee trust affects employee performance [4–8]. Employees who trust their superiors, co-workers, and the organization tend to be more motivated to give their best in their work. Trust creates strong emotional and psychological bonds, which encourage employees to engage more actively in their tasks. Employees tend to react negatively to the organization when there is little or no trust [28]. Employees who believe in the organization's vision, values, and goals tend to be more committed to achieving the desired results. They feel that their efforts have a significant and relevant impact on the overall success of the organization. Thus, employee trust not only creates a more pleasant and cooperative work environment, but also directly improves employee performance by motivating, inspiring engagement, increasing collaboration, and reducing barriers that hinder productivity.

Sixth, employee engagement affects employee performance through employee trust. Employee engagement affects employee performance through employee trust because trust is an important foundation in building sustainable engagement and high employee performance. Employees who feel

engaged in their work tend to have a high level of trust in the organization, management, and their coworkers. This engagement creates strong emotional bonds and intrinsic motivation to give their best in their work. Thus, high employee engagement creates a solid foundation for employee trust, which in turn positively affects employee performance. High trust between employees and the organization creates a supportive, motivating, and productive work environment, which ultimately improves the overall performance of the company. Employee trust can be a full mediator for the relationship between employee engagement and employee performance. This result also answers the gap in this study. Hair et al. [67] argue that full mediation occurs if, in the path coefficient results, the p-value in the direct effect of the variable relationship is not significant, while in the indirect effect, the variable relationship changes to be significant.

Sixth, employee engagement affects employee performance through employee trust. Employee engagement affects employee performance through employee trust because trust is an important foundation in building sustainable engagement and high employee performance. Employees who feel engaged in their work tend to have a high level of trust in the organization, management, and their coworkers. This engagement creates strong emotional bonds and intrinsic motivation to give their best in their work. When an organization builds strong bonds of trust with its employees, employee engagement and performance can be improved [61]. Thus, high employee engagement creates a solid foundation for employee trust, which in turn positively affects employee performance. High trust among employees and the organization creates a supportive, motivating, and productive work environment, which ultimately improves the overall performance of the company. Employee trust can be a full mediator for the relationship between employee engagement and employee performance. This result also answers the gap in this study. Hair et al [67] argue that full mediation occurs if in the path coefficient results the p-value in the direct effect of the variable relationship is not significant while in the indirect effect the variable relationship changes to be significant.

Seventh, organizational culture affects employee performance through an employee trust. Organizational culture is the rules or values that direct organizational behavior. Directly or indirectly, organizational culture helps improve employee performance [34]. An organizational culture that is consistent in conveying and implementing certain values creates clarity and certainty for employees. This consistency helps build trust as employees feel confident that the organization is committed to adhering to those values. An organizational culture that encourages transparency in communication allows employees to feel more open and honest in their interactions with management and fellow colleagues. Transparent communication helps reduce uncertainty and creates an environment where trust can grow. Thus, organizational culture plays a key role in shaping employee trust as it creates a work environment that is supportive, transparent, fair, and meets employees' emotional and psychological needs. High employee trust, driven by a positive organizational culture, in turn, improves employee performance as employees feel supported, valued, and motivated to give their best in their work. Employee trust can also be a full mediator for the relationship between organizational culture and employee performance. This result also addresses the gap in this study.

5. CONCLUSION

The results of the data analysis showed a significant effect of employee engagement and organizational culture on employee trust. In addition, employee trust also proved to be a significant mediator in the relationship between employee engagement, organizational culture, and employee performance. These findings indicate that employees who feel more engaged and perceive a positive organizational culture tend to have higher levels of trust, which in turn improves their performance.

These findings highlight the importance of employee engagement and organizational culture in shaping employees' beliefs and, ultimately, influencing their performance. Organizational management can capitalize on these findings by developing strategies to increase employee engagement and strengthen a positive organizational culture, with the hope of increasing employee trust levels and overall organizational performance. Further research could explore specific interventions that can be undertaken to improve employee engagement, organizational culture, and employee trust in more detail.

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