

The Influence of Employee Value Proposition on Employee Performance Through the Mediating Role of Work Culture and Employee Engagement at the Representative Office of Bank Indonesia in the Working Area of East Java Province



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ABSTRACT: This study aims to analyze the influence of Employee Value Proposition (EVP) on employee performance, with the mediating role of organizational culture and employee involvement at Bank Indonesia Representative Offices in East Java Province. EVP, which includes career development, financial well-being, and work-life balance, is considered a strategic element for fostering a supportive work culture, increasing employee engagement, and driving organizational performance. This study adopts a quantitative approach using Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the causal relationship between variables. Data was collected through a Likert scale questionnaire filled out by 135 employees selected from a population of 201 permanent staff working at Bank Indonesia Representative Offices in Surabaya, Malang, Kediri, and Jember.

The findings show that EVP has a positive and significant impact on organizational culture, employee engagement, and employee performance. Organizational culture serves as an important mediator, reinforcing the relationship between EVPs and employee performance, while employee engagement enhances these relationships by fostering energy, dedication, and focus among employees. Development values in EVPs, such as continuous training programs, emerge as the dominant factor that drives a productive organizational culture and employee engagement. The study concludes that organizations that integrate EVPs with a strong organizational culture and high employee engagement can achieve significant improvements in employee performance. Practical recommendations include strengthening career development programs, improving employee well-being, and instilling organizational values that promote engagement and productivity.

KEYWORDS: employee value proposition, work culture, employee engagement, employee performance.

INTRODUCTION

Bank Indonesia is one of the government institutions that has a very big role in maintaining the Indonesian economy. Bank Indonesia has 46 Domestic Representative Offices. The Bank Indonesia Domestic Representative Office (KPwDN) is an extension of the Central Bank of Indonesia (BI) in regions that have the function and role of implementing the policies that have been set. The challenge of improving employee performance continues to be the main focus in supporting the achievement of strategic goals because employee performance is one of the important aspects in determining the success of an organization. Rapid changes and challenges require organizations to continue to innovate to stay relevant. Human resources who have broad and in-depth work competencies are more likely to produce innovative ideas that can accommodate or even precede market changes (Nurpribadi, 2021). Competent employees can more easily learn new things and be more open to change, making the entire organization more resilient (Hsiao et al., 2021). Employee performance is directly correlated with organizational productivity. High-performing employees contribute to increased efficiency and effectiveness in their roles, leading to increased output and quality of work (Buntaran et al., 2019). Research on employee performance is seen as very important because it is directly correlated with the overall success of the organization. Previous research revealed that high-performing employees contribute significantly to achieving organizational goals, increasing productivity, and driving innovation. Organizations with effective performance management systems tend to outperform their competitors (Alnawfleh, 2020). Employee performance is not only influenced by individual competencies, but also by organizational factors such as work culture, employee engagement, and employee value proposition (EVP).

Employee value proposition (EVP) is an important element in attracting and retaining talent in an organization. It represents a unique set of benefits and rewards that employees receive in exchange for their skills, abilities, and experience (Taufan, 2023). A

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well-defined EVP not only sets an organization apart in a competitive job market, but also communicates the value that employees can expect from the workplace. This is especially important as in the banking sector, where the competition for skilled professionals is fierce. Research shows that organizations with strong EVPs experience lower employee turnover rates and higher employee satisfaction, which ultimately contributes to improved organizational performance (Fakhri, 2023). A well-structured EVP that aligns with the organization's values and mission can create a harmonious work environment where employees feel valued and motivated (Sengupta et al., 2015). This alignment is crucial for fostering a positive organizational culture that promotes collaboration and innovation. Additionally, when organizations prioritize employee well-being through EVPs, they have contributed to a healthier workplace atmosphere, which can increase job satisfaction and reduce stress levels among employees (Bailetti et al., 2020). Organizations that communicate and meet with EVPs effectively will be better equipped to create a thriving work environment that supports employee engagement and performance.

Work culture is essential in facilitating change and innovation in an organization. In today's fast-paced business environment, organizations must be able to adapt and respond to changing market conditions, technology, and customer expectations (Pan & Li, 2021). This explains that a strong work culture that fosters a growth mindset and encourages employees to embrace change can improve an organization's ability to innovate and stay competitive. The work culture program is an internalization of BI's strategic values which is the foundation that aims to improve organizational performance through key behaviors based on the nobility of religious values, improving employee e-learning, building and improving EVP and organizational reputation. A positive work culture that prioritizes employee health and work-life balance, can reduce stress and burnout, ultimately improving overall employee well-being (Stankeviciene et al., 2021). When organizations invest in creating a supportive work environment, they not only increase employee satisfaction but also contribute to a healthier workplace culture that promotes resilience and productivity (Watanabe & Falci, 2016). Therefore, understanding and maintaining a work culture is essential for organizations looking to build a high-performing workforce that is committed to achieving organizational goals while maintaining employee well-being.

Employee engagement plays a crucial role in improving resilience and adaptability in the workforce, especially during times of organizational change. Engaged employees will be better prepared for the transition, as they are more likely to allocate their energy positively and support their peers during difficult times (Heuvel et al., 2020). This adaptability is especially important in sectors such as banking, where rapid changes in regulations and market conditions can have a significant impact on operations. By encouraging an engaged workforce, organizations can ensure that employees remain committed to their roles and willing to accept change, thereby improving the overall quality, competence, and responsiveness of the organization (Heuvel et al., 2020). Engaged employees are more likely to experience higher levels of job satisfaction, which in turn reduces stress and burnout. (LaGree et al., 2021). This positive cycle not only benefits employees but also contributes to a healthier workplace culture, where employees feel valued and motivated to do their best.

Based on the background of the research, this study was conducted to understand the influence of Employee Value Proposition (EVP) on employee performance by considering the role of work culture and employee involvement as mediators. This research is needed to provide strategic insights for Bank Indonesia Representative Offices in improving employee performance through effective EVP management, work culture, and employee engagement, thereby supporting the achievement of organizational strategic goals.

LITERATURE REVIEW

Social exchange theory

Social exchange theory argues that social behavior is the result of an exchange process, in which individuals seek to maximize benefits and minimize costs in their relationships (George Homans, 1958). In relation to EVP, this theory helps explain how employees evaluate their relationship with an employer based on the rewards they feel in return for employee contributions

Psychological Contract Theory

Introduced by Rousseau in 1989, it complements the understanding of EVP by focusing on unwritten expectations between employers and employees. (Summer et al., 2021). This theory suggests that when organizations deliver on their promises, employees are more likely to retaliate with higher levels of engagement and performance. Psychological contracts serve as a framework for understanding how EVPs can influence employee behavior and organizational outcomes, reinforcing the need for clear communication and alignment of expectations. (Zhong et al., 2015).

Personal Engagement Theory

Kahn (1990) argues that engagement is a function of the psychological presence of employees in their job roles, which can be influenced by three dimensions: physical, cognitive, and emotional engagement. (Bano, 2024). This theory emphasizes that when employees feel safe and valued, they are more likely to be fully engaged in their work, leading to better performance outcomes.

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Employee Performance

Employee performance can be defined as the extent to which an employee effectively fulfills their job responsibilities and meets the expectations of the organization which includes the quality and quantity of work produced, as well as the employee's ability to achieve the set goals within a certain time frame. (Malela, 2023). According to Malela, employee performance is a combination of effectiveness and efficiency, measured against accepted organizational standards and emphasizes that performance is not only about achieving results but also about how well those results are achieved with respect to the resources used. (Malela, 2023). Employee performance is not only about the quantity of work produced but also the quality and impact of work on the success of the organization (Ardiyansah, 2023). Employee performance dimensions include task performance (Task Performance), contextual (Contextual performance), Adaptive Performance (Adaptive performance), Interpersonal Performance (Interpersonal performance), Attendance and Punctuality (Attendance and punctuality), Compliance with Policies and Procedures.

Employee Value Proposition

Employee value proposition (EVP) is an important concept in human resource management and organizational behavior, which represents a unique set of benefits and values that an organization offers to its employees in exchange for their contributions. Veldsman et al. (2022), provides a definition of EVP as a value that includes the characteristics and attractiveness of working for a particular organization, in the form of tangible and intangible offers promised by an organization to its employees. Sengupta et al. (2015) defines EVP as a framework that includes various dimensions such as economic value, social value, development value, importance value, and brand trust. This dimension contributes significantly to the company's branding and organizational appeal. As well as emphasizing that a well-defined EVP can improve an organization's ability to attract and retain talent by aligning the organization's offerings with employee expectations. In a study conducted by Berthon (2005) in (Taufan, 2023), the main components of the employee value proposition (EVP) include economic value, social value, development value, interest value, and application value.

Employee Engagement

Employee engagement is an increasingly important concept in human resource management and modern organizations. According to Stephen P Robbins & Timothy A Judge (2019) employee engagement is employee engagement, individual engagement, satisfaction, and enthusiasm for the work they do. Employee engagement according to (Kahn, 1990) is the attachment of employees to their work by giving effort in their efforts to complete the tasks given by the company. An employee when completing his or her work, they will contribute physically, cognitively and emotionally. Welch (2011) defines employee engagement as a dynamic and modifiable psychological state that connects employees to their organization. Engagement is not a fixed condition, but can be influenced by various internal and external factors. Ton et al., (2021) define employee engagement because the relationship between internal communication and employee engagement is essential to improve performance. According to Schaufeli (2006) The three main aspects of employee engagement include Vigor, Dedication, and absorption.

Work Culture

According to Triguno (2006) work culture is a philosophy that is based on a view of life as values that become traits, habits that are also the driving force that is cultivated in a group and reflected in attitudes that become behaviors, ideals, opinions, and views that are manifested as work. According to Osborn and Plastrik (2002), a work culture is a set of behaviors, feelings, and psychological frameworks that are deeply internalized and shared by members of an organization. Ruhwanya & Ophoff (2020) defines that work culture includes values and norms shared among members of an organization, which affect the way they interact and work together. Jang et al. (2020) defines work culture as a role in shaping individual behavior in the face of challenges and changes. An adaptive culture can help employees be better prepared for changes in the work environment. Omaka et al. (2019) defines work culture can affect the level of employee engagement in an organization. Work culture indicators according to Taliziduhu Ndraha (2005) are categorized into 3 (three) dimensions, namely habits, regulations and values

Based on the phenomena, theoretical analysis, and empirical studies that have been presented, the conceptual framework of this research is as follows:

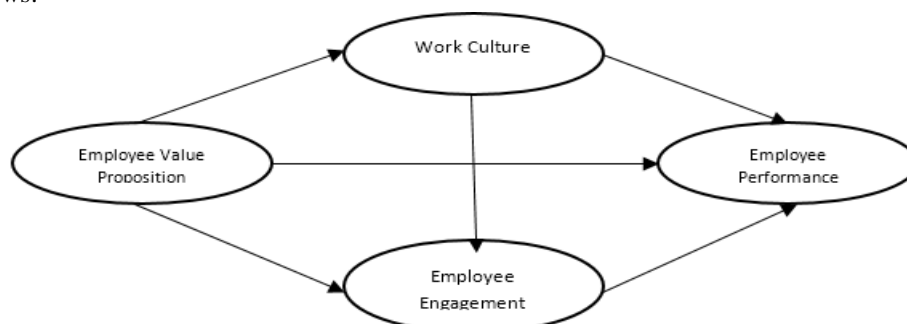


Figure 1 Conceptual Framework Model

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DEVELOPMENT OF THE HYPOTHESIS

The relationship between Employee Value Proposition (EVP), Work Culture, Employee Engagement, and Employee Performance in creating synergies to improve employee performance. An EVP serves as a strategic foundation that includes the values, benefits, and experiences that the organization provides to employees in exchange for their contributions. A strong EVP is able to build trust and loyalty, creating a positive relationship between employees and the organization. In addition, an effective EVP influences the work culture, where organizational values are internalized and reflected in daily behavior, creating a work environment conducive to collaboration and productivity.

A positive work culture is the foundation for strengthening employee engagement. Employees who feel emotionally, cognitively, and physically involved in their work will be more passionate and motivated to give their best contribution. This relationship shows that employee engagement is mediated by a strong work culture, which fosters a sense of belonging and commitment to organizational goals. Ultimately, employee performance becomes the end result of these interactions, where optimally engaged employees demonstrate higher productivity, effectiveness, and achievement of organizational goals. This mutually supportive relationship between EVP, work culture, and employee engagement is an important foundation for improving overall employee performance. Based on the flow of thought and the relationship of variables that have been explained, hypotheses can be formulated in this study as follows:

H1 Employee value proposition (EVP) affects employee performance.

Previous research has shown that a strong EVP is positively correlated with employee engagement and retention. A strong EVP encourages loyalty among employees, to maintain a dedicated workforce (Taufan, 2023). This loyalty translates into better performance, as employees who feel valued are more likely to put in the extra effort in their roles. In addition, Fakhri's findings show that EVPs who communicate well can reduce the resignation rate, thereby stabilizing the workforce and increasing overall productivity (Fakhri, 2023).

H2 Work culture has a positive and significant effect on employee performance

A supportive work culture, significantly improves employee performance. Workplace culture has a beneficial and significant impact on employee performance and shows that organizations with a strong and positive culture, tend to see better productivity outcomes from their employees. (Aqmar, 2022). Other research reveals that organizational culture mediates the relationship between workplace learning and employee performance, suggesting that a culture of inclusivity can improve learning and performance opportunities. (Al-Hammadi & Adnan, 2020)

H3 Employee engagement affects employee performance.

Previous research has found that employee engagement directly improves performance by fostering a sense of ownership and responsibility among employees. Employee engagement significantly affects employee performance, supporting the idea that engaged employees are more likely to perform higher due to their commitment to organizational goals (Hadian, 2022). The results of this study are supported by other studies that argue that the employees involved are not only enthusiastic but also proactive in utilizing their energy to achieve organizational goals, thereby improving overall performance. (Ramalaksana et al., 2018).

H4 Employee value proposition (EVP) has an effect on work culture.

Research by Sengupta et al., (2015) shows that a strong EVP can increase a company's attractiveness as an employer, which in turn forms a positive and supportive work culture. A clear and engaging EVP can create a better work environment, where employees feel valued and motivated to contribute to the maximum (Sengupta et al., 2015). Fakhri (2023) revealed that an effective EVP not only attracts new talent, but also serves to retain existing employees. When employees feel that the company is delivering on the promises contained in the EVP, they tend to have a higher level of engagement and are committed to the existing work culture. EVP plays an important role in creating an inclusive and productive work culture, where employees feel involved and have a sense of belonging to the organization (Fakhri, 2023).

H5 Employee value proposition (EVP) berpengaruh terhadap employee engagement.

Previous research has shown that a strong EVP is positively correlated with employee engagement. The attractive elements of an EVP, such as competitive salary, job security, and opportunities for career development, are crucial in attracting and retaining employees in the banking sector (Rana & Sharma, 2019). When employees feel that their organization offers an attractive EVP, they are more likely to feel obligated to reciprocate through increased engagement and commitment to their work. (Siddiqui & Sahar, 2019). This reciprocal relationship is crucial in building employee engagement, as employees who feel valued are more likely to invest energy and effort into their roles as employees. Satisfied employees tend to be more productive and engaged, as they feel their contributions are recognized and valued (Aunjum et al., 2017).

H6 Work culture influences employee engagement.

Lambongadil research (2023) shows that a positive work culture can increase employee motivation and commitment, which in turn contributes to their engagement in the workplace. This is in line with the findings of Miawati (2022), who emphasized that an inclusive work culture that supports collaboration between employees can create an environment conducive to higher

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engagement. Prasetya et al., (2021) also emphasized that a strong and positive work culture is able to encourage employees to be more involved in their duties and responsibilities, which has an impact on increasing productivity and organizational performance. Setiyawami et al., (2023) revealed that a work culture that supports professional development and recognition of individual contributions can increase employees' sense of belonging to the organization. When employees feel valued and recognized, they tend to show higher levels of engagement. In addition, Sabila's research (2024) notes that a transparent and communicative work culture can strengthen the relationship between management and employees, thereby increasing employee trust and involvement in the decision-making process.

H7 Employee value ratio (EVP) influences employee performance through work culture.

EVP It plays a crucial role in influencing employee performance, especially through its impact on work culture. Research by Calen dkk., (2022) shows that a strong organizational culture positively affects employee performance. Their findings show that when an organization has a solid culture that aligns with EVP, this can create an environment where employees are motivated to achieve common goals and improve their performance. This alignment between EVPs and organizational culture creates a cohesive work environment that encourages employees to be fully engaged in their roles. Fakhri (2023)

H8 Employee value ratio (EVP) affects employee performance through employee engagement.

Previous research has shown that a strong EVP can significantly improve employee engagement. Factors such as competitive salaries, job security, and opportunities for career development are important components of an attractive EVP in the banking sector, which in turn drives employee engagement. (Rana & Sharma, 2019). Employee engagement mediates the relationship between high-performance work practices and job performance, suggesting that engaging EVPs can increase engagement, thereby improving performance. (Iddagoda et al., 2022). EVP significantly affects employee engagement, which in turn affects performance outcomes (Sumarni, 2020). When employees feel that their organization is meeting EVP-related promises, their engagement rates increase, which in turn improves their performance. (Iddagoda et al., 2022).

H9 Work culture influences employee performance through employee engagement.

The influence of work culture on employee performance is a complex relationship that is significantly mediated by employee engagement. Research by Tsai (2011) revealed that a positive work culture encourages employee engagement, which in turn improves employee performance. Research by Tsai also shows that when organizations develop a supportive and collaborative work environment, employees are more likely to feel engaged and committed to their roles, leading to better performance outcomes (Sihombing et al, 2018). Rachman (2024) reinforces this relationship by explaining how a work culture, characterized by openness and mutual respect, can significantly impact employee engagement. Bhardwaj & Kalia (2021) found a positive relationship between employee engagement and job performance, which showed that engaged employees showed higher levels of task performance compared to their less engaged colleagues. Their research emphasizes the importance of fostering an engaging work culture to improve overall employee performance

H10 Employee value ratio (EVP) influences employee performance through work culture and employee engagement.

One of the ways EVPs affect employee performance is through increased employee engagement. Work culture is an important factor that mediates the relationship between EVPs and employee performance. A positive work culture, supported by a strong EVP, can create a supportive and collaborative work environment. According to research by Deepa and Baral (2019), a good work culture can increase job satisfaction and employee engagement, which in turn contributes to improved performance. Employees who work in a supportive and inclusive culture tend to feel more engaged and motivated to give their best at their jobs.

The relationship between EVP, work culture, and employee performance can be explained through several mechanisms. First, a good EVP can increase employee job satisfaction, which contributes to increased engagement. Engaged employees are more likely to contribute positively to the team and organization, ultimately improving overall performance (Fakhri, 2023). Second, the positive work culture resulting from a strong EVP can reduce turnover rates and increase employee retention, which also contributes to better performance (Laiyan, 2023).

METHOD

This study uses a quantitative approach with the type of explanatory research. The influence pattern tested is the influence of EVP on employee performance with work culture and employee engagement as a mediating variable developed in one model. The population observed in this study is 135 permanent employees of Bank Indonesia Representative Offices in the work area of East Java Province. The sampling technique used in this study is using a purposive sampling technique with the criteria that the respondents are Bank Indonesia employees who are on duty in the work area of East Java Province. This technique was chosen to ensure that the data collected was in accordance with the focus of the research.

The operational definition of the variables used in this study is presented in Table 2.

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Table 1. Operational Matrix Research Variables

Variable	Indicator	Statement Items
Employee value proposition (Typhoon, 2023)	Interest value	<ol style="list-style-type: none"> 1. I feel that the career path in this organization is designed in a structured way. 2. The organization provides training to improve my competence on an ongoing basis. 3. The career development system in this organization motivates me to continue to grow
	Social values	<ol style="list-style-type: none"> 4. I feel that the work environment supports collaboration between employees. 5. This organization helped create a family-life balance that strengthened my family's social relationships. 6. The organization supports employees in maintaining family harmony
	Economic value	<ol style="list-style-type: none"> 7. The remuneration provided by a competitive organization is compared to other institutions. 8. The retirement plan provided by the organization provides a sense of security for my future. 9. The organization provides adequate health facilities thereby reducing the financial burden of employees
	Development value	<ol style="list-style-type: none"> 10. The organization has a clear career development program. 11. The training I received helped improve my job skills. 12. Organizations always encourage employees to improve their competencies.
	Rate the application	<ol style="list-style-type: none"> 13. I feel empowered to actively cooperate with my team. 14. The work environment supports the alignment between my work and spiritual needs. 15. Organizations facilitate employees to maintain the physical health of employees.
Employee engagement (Sari, 2024)	Spirit	<ol style="list-style-type: none"> 1. I have a high level of enthusiasm and energy when carrying out my job duties. 2. I feel enthusiastic when I start the workday. 3. I feel motivated to keep completing my work until it is finished.
	Dedication	<ol style="list-style-type: none"> 4. I always give ideas to get the job done 5. I feel proud of what I do in my job.

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Variable	Indicator	Statement Items
		6. I am very motivated to make the best contribution to the organization.
	Absorption	7. I feel fully engaged in my work while I work. 8. I am often so focused in my work that time passes without me realizing it. 9. I always pay full attention to the work I do.
Work Culture (Sanosra dkk. 2022)	Habit	1. I always show up on time to start work. 2. I always coordinate with my colleagues before starting an assignment. 3. I regularly evaluate the results of the work to ensure the quality is in line with the set standards
	Rule	4. I comply with the rules of the employee code of conduct 5. I adhere to operational procedures at every stage of the job 6. I comply with the organization's policy to complete tasks with responsibility
	Value	7. I always avoid any form of action that goes against the principle of integrity 8. I carry out my duties with complete honesty 9. I am always trying to improve my competence to support my work 10. I carry out my duties in accordance with the set quality standards. 11. I try to achieve the best results in every task given to me 12. I'm open to feedback to improve the quality of my work 13. I always try to understand the needs of the community in every service I provide 14. I put the public interest ahead of personal interests in carrying out my duties 15. I help my colleagues when they face obstacles at work 16. I'm open to discussing with colleagues at work
Employee Performance (Bank Indonesia Padg No. 2023)	Job performance	1. I completed the work according to the target that had been set. 2. The results of my work meet the quality standards set by the organization. 3. I was able to complete tasks on time without any delay. 4. I consistently show optimal work results.
	Competence:	5. My coworkers trust my ability to get the job done.

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Variable	Indicator	Statement Items
		6. I am able to face complex job challenges because of my competence 7. The competencies I possess are in line with the organization's expectations for my position 8. I have the necessary competencies to get my job done. 9. I consistently achieve the level of productivity expected by the organization.
	Achievement of strategic values	10. I understand the strategic values of the organization 11. I consistently apply the organization's strategic values in my daily work behavior 12. I can align my actions with the work culture that the organization implements.

In this study, each answer to the question in the questionnaire was scored, 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree. The data analysis used in this study is the Structural Equation Model (SEM) with a variance-based or component-based approach with Partial Least Square (PLS).

RESULT

Testing an Outer Model or Measurement Model

External model testing (measurement model) is an assessment of the reliability and validity of research variables. There are three criteria to assess the external model, namely: convergent validity, discriminatory validity and composite reliability, Ghazali (2006) revealed that for the initial stage of research from the development of a scale measuring the value of the load value > 0.5 is considered quite adequate. The results of the first stage of testing using Smart-PLS by producing outer loading can be seen in figure 2.

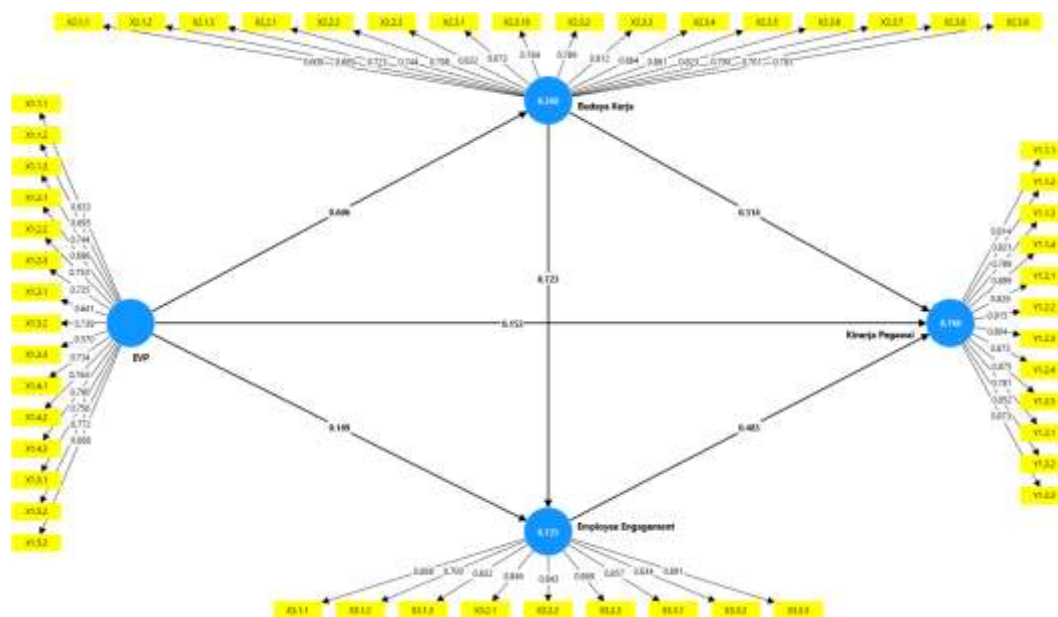


Figure 2. Outdoor Model Testing (Measurement Model)

Validity of the convergence of research variables

Validity and reliability analysis is carried out at the outer model stage based on the initial model. The results of the validity and reliability test of the research instruments used are as follows:

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Table 2. Test validity and reliability of research instruments

Indicator	Item	Outer Loading	Cronbach Alpha	Composite Reliability	AVE
EVP (X1)			0.931	0.936	0.513
Interest value	X1.1.1	0.633			
	X1.1.2	0.695			
	X1.1.3	0.744			
Social values	X1.2.1	0.696			
	X1.2.2	0.753			
	X1.2.3	0.735			
Economic value	X1.3.1	0.641			
	X1.3.2	0.739			
	X1.3.3	0.570			
Development value	X1.4.1	0.734			
	X1.4.2	0.763			
	X1.4.3	0.790			
Rate the application	X1.5.1	0.756			
	X1.5.2	0.772			
	X1.5.3	0.688			
Work Culture (X2)			0.953	0.956	0.593
Habit	X2.1.1	0.600			
	X2.1.2	0.689			
	X2.1.3	0.723			
Rule	X2.2.1	0.744			
	X2.2.2	0.798			
	X2.2.3	0.832			
Value	X2.3.1	0.673			
	X2.3.2	0.789			
	X2.3.3	0.812			
	X2.3.4	0.864			
	X2.3.5	0.861			
	X2.3.6	0.823			
	X2.3.7	0.790			
	X2.3.8	0.701			
	X2.3.9	0.783			
	X2.3.10	0.784			
Employee Engagement (x3)			0.938	0.946	0.676
Spirit	X3.1.1	0.888			
	X3.1.2	0.700			
	X3.1.3	0.832			
Dedication	X3.2.1	0.846			
	X3.2.2	0.843			
	X3.2.3	0.869			
Absorption	X3.3.1	0.857			
	X3.3.2	0.634			
	X3.3.3	0.891			
Employee Performance (Y1)			0.963	0.964	0.713

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Indicator	Item	Outer Loading	Cronbach Alpha	Composite Reliability	AVE
Achievement	Y1.1.1	0.814			
	Y1.1.2	0.821			
	Y1.1.3	0.789			
	Y1.1.4	0.899			
Competence	Y1.2.1	0.828			
	Y1.2.2	0.915			
	Y1.2.3	0.804			
	Y1.2.4	0.873			
	Y1.2.5	0.875			
Achievement of strategic values	Y1.3.1	0.781			
	Y1.3.2	0.852			
	Y1.3.3	0.873			

Table 2, explains that based on the validity test of the instrument, an external loading value of ≥ 0.50 was obtained, which shows that the research instrument is valid and still acceptable (Ghozali, 2015). The results of the reliability test obtained a Cronbach alpha value of > 0.70 and a composite reliability of > 0.70 , which indicates that the research instrument is reliable (Hair et al, 2017). Meanwhile, the level of convergent validity is indicated by an AVE value of > 0.5 , which can be said to be a good convergent validity. Overall the AVE value of each variable > 0.5 .

Testing Structural Models

The structural model or Inner Model test is evaluated by looking at the R-square value of the latent variable using the Geisser Q Square test, then looking at the magnitude of the structural path coefficient. The stability of the structural path coefficient estimation was evaluated using a t-statistical test obtained from the bootstrapping procedure. Testing the inner model can be seen from the R-Square value on the equation between the latent variables. The results of the R-Square calculation can be seen in table 5.

Table 3. R-Square Test Results

Variable	R-square	R-squared adjustable
Work Culture	0.368	0.363
Employee Engagement	0.725	0.721
Employee Performance	0.760	0.754

The r-squared value of the joint influence on employee performance is 0.760 with an adjusted r-squared value of 0.754, so it can be explained that all exogenous variables simultaneously affect employee performance by 75.4% where $> 66\%$ is strong. So the influence of all these exogenous variables on employee performance is very strong and for the variables of work culture and employee engagement is also strong.

Hypothesis Test Results

Basically, there are ten hypotheses used in this study. This hypothesis will be tested using the structural equation method with the PLS (Partial Least Square) approach, by testing the significance of the path coefficients in the model. Detailed results of the test can be seen in table 4.

Table 4. Research Hypothesis Test

Hypothesis	Original sample (O)	Statistics T	P Value	95% Interval Trust Path Coefficient		Conclusion
				Lower Limit	Upper Limit	
Work Culture -> Employee Engagement	0.723	11,684	0.000	0.593	0.836	Hypothesis accepted

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Hypothesis	Original sample (O)	Statistics T	P Value	95% Interval Trust Path Coefficient		Conclusion
				Lower Limit	Upper Limit	
Work Culture -> Employee Performance	0.314	10,493	0.003	0.111	0.527	Hypothesis accepted
EVP -> Work Culture	0.606	10,080	0.000	0.497	0.721	Hypothesis accepted
EVP -> Employee Engagement	0.189	10,595	0.007	0.060	0.338	Hypothesis accepted
EVP -> Employee Performance	0.153	10,477	0.040	0.014	0.302	Hypothesis accepted
Employee Engagement -> Kinerja Pegawai	0.483	4,191	0.000	0.251	0.695	Hypothesis accepted

The influence of work culture on employee engagement results in statistical T-values

The influence of transformational leadership on employee performance resulted in a statistical value of T of 3.085 with a p value of 0.002. The influence of the work environment on employee performance resulted in a statistical value of T of 5,918 with a p value of 0,000. The influence of transformational leadership on job satisfaction resulted in a statistical value of T of 6,236 with a p value of 0.000. The influence of the work environment on job satisfaction resulted in a statistical value of T of 2.641 with a p value of 0.008. The effect of job satisfaction on employee performance resulted in a statistical value of T of 4,573 with a p value of 0,000. Because all p-values are less than statistically significant at $\alpha = 5\%$, and all path coefficient values are at the 95% confidence range so the research hypothesis is accepted.

Table 5. Mediation Variable Research Hypothesis Test

Hypothesis	Path Coefficient	P value	Statistics T	95% Interval Trust Path Coefficient		Conclusion
				Lower Limit	Upper Limit	
Work Culture -> Employee Engagement -> Employee Performance	0.349	0.000	3,831	0.173	0.528	Hypothesis Accepted
EVP -> Employee Engagement -> Kinerja Pegawai	0.091	0.021	2,317	0.027	0.181	Hypothesis Accepted
EVP -> Work Culture -> Employee Performance	0.190	0.005	2,824	0.068	0.330	Hypothesis Accepted

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Hypothesis	Path Coefficient	P value	Statistics T	95% Interval Trust Path Coefficient		Conclusion
				Lower Limit	Upper Limit	
EVP -> Work Culture -> Employee Engagement -> Employee Performance	0.212	0.000	3,616	0.104	0.331	Hypothesis Accepted

Similarly, in the results of the calculation on the mediating variable, all p-values are less than the statistical significance at $\alpha = 5\%$, and all the values of the path coefficients are within the 95% confidence range so that all research hypotheses are accepted.

DISCUSSION

EVP affects employee performance

Based on the evaluation of the contribution of each aspect, development value is the element with the greatest contribution in shaping the EVP dimension. This shows that continuous training and career development programs are important elements that affect employees' perception of EVPs as a whole. In terms of employee perception, the career development and training aspects are also highly appreciated. Employees feel that opportunities to improve competence provide confidence and readiness to face job challenges. This shows the alignment between the contribution of analysis and the perception of employees. Although economic value, such as remuneration and healthcare facilities, is not the most influential element, this dimension is one that employees value the most based on their perception. Health facilities, in particular, are considered to be able to help ease the financial burden of employees and create a sense of security in the workplace. This difference shows that although contribution is not dominant based on analysis, in practice economic value remains an important element that organizations must pay attention to to support employee performance. Aligning EVPs with performance such as a combination of career development and financial support has a positive impact on employee motivation. Employees who benefit from EVP tend to have higher motivation to achieve work targets and contribute optimally to organizational goals.

This research supports the previous study, the Taufan study (2023) which showed that development values, such as continuous training, are a key element in improving employee competence, which ultimately impacts their performance. Research by Sengupta et al. (2015) supports these findings by stating that EVPs who offer career development and financial well-being increase organizational productivity. And Fakhri's research (2023) reveals that a combination of financial support and career opportunities creates more loyal and productive employees, which is in line with the results of this study.

Work culture affects employee performance

A strong work culture, which includes positive habits, adherence to rules, and the application of strategic values, creates a work environment that supports employee productivity and work quality.

Rules as the dominant dimension based on the evaluation of the contribution of each aspect, compliance with rules, such as the employee code of ethics, makes the greatest contribution in shaping the work culture dimension. Descriptively, employees highly value compliance with organizational rules as a clear guideline in carrying out their duties. This shows that compliance with rules is not only the basis in work operations but also an important element that directly affects performance. Values as a driver of work ethic in the application of strategic values, such as integrity, honesty, and dedication, build a sense of responsibility and pride for employees in their work. These values create intrinsic motivation that drives employees to produce quality performance.

This research is in line with the research of Setiyawami et al. (2023) which shows that a work culture that supports collaboration and strategic values increases employee productivity. This is relevant to the importance of Rules in creating a structured framework. Lambogadil Research (2023) which states that compliance with work rules creates a disciplined environment, which is the basis for improving employee performance and Tsai Research (2011) which reveals that organizational values that are internalized in work culture create more loyal and dedicated employees, which has an impact on employee work results.

Employee engagement affects employee performance

Employees who are emotionally, cognitively, and physically involved in their work tend to have higher motivation, better focus, and enthusiasm to achieve optimal work outcomes.

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Dedication as the dominant dimension based on the evaluation of the contribution of each aspect, Dedication which reflects the pride and commitment of employees to work, is the dimension with the greatest contribution in shaping the element of employee involvement. Employees who feel proud of their work show a higher commitment to make the best contribution, which directly impacts the achievement of work targets. Passion that reflects the passion and energy of employees in carrying out their work makes an important contribution to employee engagement. High morale allows employees to remain consistent and productive in facing work challenges. Employees who are fully engaged in their work, as reflected in the Serappan dimension, show full attention to the tasks they perform. This focus helps them get the job done with high efficiency and quality.

This is related to Hadian's (2022) research which shows that high employee engagement has a direct impact on their performance. This supports the finding that dedication plays a key role in increasing work motivation. Research by Jena et al. (2017) which states that employees who are emotionally and cognitively involved in their work have better productivity, in line with the important role of spirit in supporting productivity.

EVP influences work culture

A strong EVP, which includes financial support, career development, and work-life balance, creates the foundation for a positive, collaborative, and results-oriented work culture.

Development value as the dominant dimension based on the evaluation of the contribution of each aspect, which includes continuous training and career development, has the greatest contribution to the EVP dimension. This shows that organizations that focus on improving employee competencies through training are able to form a work culture that supports learning and innovation. Employees who feel supported in their personal development tend to adhere to work rules and show a higher commitment to the organization's values. Economic value drives compliance through financial support such as healthcare facilities and competitive remuneration creates a sense of security for employees, which is the basis for creating positive work habits. Although the results of the evaluation of the contribution of each aspect of economic value are not as high as the development value, this aspect is still appreciated by employees in creating a stable and supportive work environment. Employees who experience the benefits of EVP tend to internalize the organization's values more easily. Values such as integrity and collaboration are easier to implement in a work culture when employees feel that the organization values and supports them. This is in line with the research of Sengupta et al. (2015) which shows that a well-designed EVP supports the formation of an inclusive and collaborative work culture, which is in line with the importance of development values in the results of this study. Fakhri's research (2023) also states that financial support such as remuneration and employee welfare help create a disciplined and structured work environment, relevant to the contribution of economic value to work culture. Miawati's (2022) research also shows that consistent training and career development reinforce an innovation-oriented work culture, supporting the finding that development value is a key element in EVP.

EVP impacts Employee Engagement

Employees who feel valued through the benefits the organization offers, such as financial support, career development, and work-life balance, show higher engagement in their work.

Based on the evaluation of the contribution of each aspect, development value is the most dominant dimension in shaping the EVP dimension. This shows that continuous training and career development opportunities are key elements that increase employee engagement. Employees who feel that their competencies are continuously developed through training tend to have higher morale and show dedication in their work. Financial support, such as remuneration and healthcare facilities, gives employees a sense of security, which ultimately encourages them to be more emotionally and cognitively involved in their work. Based on the analysis that the contribution of economic value is not as large as the value of development, descriptively this dimension is highly appreciated by employees as an important element in creating a sense of satisfaction and relationship with the organization. Aligning the EVP with engagement through the values offered in the EVP, such as work-life balance, supports employees to feel more connected to the organization. This emotional involvement encourages them to be focused, passionate, and committed to their work.

This research is in line with Rana & Sharma's (2019) research which states that a strong EVP, especially in terms of career development, increases employee engagement by creating higher job satisfaction and motivation. This supports the importance of development value in this study. Research by Siddiqui & Sahar (2019) shows that EVPs who provide financial support and work-life balance encourage employee emotional engagement, this is in line with the role of economic value in increasing employee engagement.

Work culture influences employee engagement

A work culture supported by habits, rules, and strategic values creates a work environment that supports employee engagement emotionally, cognitively, and physically.

Based on the evaluation of the contribution of each aspect, the Rules, which reflect compliance with the code of ethics and work procedures, are the most dominant element in shaping the work culture. Employees who understand and adhere to the organization's rules tend to feel more connected and engaged in their work. This compliance provides a sense of security and provides clear guidance, thereby increasing employee focus and motivation. Strategic values such as integrity, dedication, and

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honesty also have an important contribution in building employee engagement. Employees who feel these values in the work culture are more motivated to make the best contribution to the organization. Good work habits, such as regular evaluation and coordination before starting a task, help employees stay focused and organized. It supports employee engagement in their tasks by creating effective and efficient work patterns. This is supported by the research of Setiyawami et al. (2023) which states that a work culture that supports collaboration and strategic values increases employee engagement, which is in line with the importance of Rules in this study. Miawati's research (2022) also states that a strong work culture creates a conducive work environment for employee engagement. Strategic values that are consistently implemented encourage a sense of belonging and motivate employees. Tsai's (2011) research which shows that employee engagement is greatly influenced by the internalization of work culture values, supports the finding that values are an important element in creating engagement.

EVP influences employee performance through work culture

The results of the study show that the employee value proposition (EVP) has an indirect influence on employee performance through work culture as a mediator. A strong EVP, such as career development, competitive remuneration, and work-life balance, provides a foundation that supports the creation of a positive work culture. This work culture then strengthens employee involvement in carrying out tasks, which ultimately improves performance.

Based on the results of the evaluation of the contribution of each aspect, development value is the most dominant element in forming an EVP. Consistent training and career development programs help create a work culture that is oriented towards learning and innovation. Employees who benefit from competency development are more likely to adapt to good work habits and apply organizational values. In a work culture, adherence to rules is the most significant element. EVP support, such as well-being and career development, motivates employees to abide by the organization's rules. This compliance creates an efficient work structure and supports productivity, which ultimately improves performance. A positive work culture, built through the synergy between the EVP and the organization's strategic values, creates a conducive work environment. Habits such as regular evaluations and team coordination improve work effectiveness, while values such as integrity and collaboration build employee trust and motivation to achieve optimal work outcomes.

This study supports the research of Setiyawami et al. (2023) which shows that a strong work culture mediates the relationship between organizational benefits and work outcomes, supporting the importance of synergy between EVP and work culture in improving performance.

EVP influences employee performance through employee engagement

The results of the study show that employee value proposition (EVP) has an indirect influence on employee performance through employee involvement as a mediator.

Based on the evaluation of the contribution of all aspects, development value is the most important element in EVP that affects employee engagement. Ongoing training and career development programs provide employees with a sense of confidence and readiness to face job challenges. Employees who feel supported in their self-development tend to be more emotionally and cognitively involved in their work, which has an impact on productivity.

In the employee engagement dimension, dedication, which reflects an employee's pride and commitment to work, has an important role in supporting performance. Employees who are proud of their contributions are more likely to work hard to meet the organization's targets.

High engagement, demonstrated through passion, full focus, and dedication, allows employees to complete tasks efficiently and qualitatively. The synergy between a strong EVP and employee engagement creates optimal work outcomes.

This is in line with research by Rana & Sharma (2019) which revealed that EVPs are attractive, especially in terms of career development, encouraging employee engagement by creating higher job satisfaction and motivation. This supports the role of development values in increasing engagement. Research by Jena et al. (2017) which shows that employee engagement acts as a link between organizational benefits and work outcomes, in line with the finding that dedication is an important element in creating optimal performance. As well as Siddiqui & Sahar (2019) research which revealed that EVPs who provide financial support and work-life balance can increase employee emotional engagement, which has an impact on their productivity and work quality.

Work culture influences employee performance through employee engagement

The results of this study show that work culture has an indirect influence on employee performance through employee involvement as a mediator.

Based on the evaluation of the contribution of all aspects, the Rules, which reflect compliance with the code of ethics and work procedures, become the dominant dimension in the work culture. Employees who adhere to the organization's rules show a high level of commitment to their work. This compliance not only creates an efficient work structure but also increases the sense of employee involvement in the organization. In the employee engagement dimension, the element of dedication that reflects pride and commitment to work, has a big role in supporting employee performance. Employees who feel emotionally engaged and proud of their work are more likely to show high motivation and focus on achieving optimal work outcomes. Employee engagement formed

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from a good work culture has a direct impact on improving performance. Employees who are actively engaged tend to be more focused, productive, and innovative in getting work done. Employees also have better abilities in facing challenges, adapting to change, and supporting the achievement of the organization's strategic goals. Thus, a positive work culture is not only a tool to increase employee engagement, but also a key catalyst to drive sustainable performance.

This is in line with the research of Setiyawami et al. (2023) which shows that a work culture that supports strategic values increases employee engagement, which in turn has an impact on their performance. These findings are relevant to the role of the Rules in creating a disciplined and effective work structure. Research by Jena et al. (2017) also states that employee engagement acts as an important link between work culture and performance. Employees who are emotionally and cognitively engaged are more likely to demonstrate quality work output. Miawati's research (2022) also states that a strong work culture creates a work environment that supports employee engagement, which is the basis for achieving better work results.

EVP influences employee performance through work culture and employee engagement

The results of the study show that the employee value proposition (EVP) has an indirect influence on employee performance through work culture and employee involvement as mediators. A strong EVP, which includes career development, financial well-being, and work-life balance, not only strengthens work culture but also increases employee engagement, which together drives the achievement of optimal performance.

Based on the results of the evaluation of contributions in all aspects, development value is the most important dimension in forming an EVP. Training and career development programs not only build a work culture that supports learning but also increase employee engagement, such as passion and dedication to work. This combination creates a work environment that supports employee performance consistently. In a work culture, the Rules dimension of compliance with organizational rules is the dominant element. Strong EVP support encourages employees to comply with the rules, creating high work discipline. This compliance, in turn, forms positive habits that encourage employees to be more engaged in their work and result in optimal performance. In employee engagement, Dedication, which reflects pride and commitment to work, is a key dimension. Employees who feel that EVPs support employee needs tend to show higher emotional engagement, which ultimately has a direct impact on employee performance. A strong work culture creates the foundation for increased employee engagement. When EVPs support work culture and increase engagement, employees feel more motivated, focused, and able to make a significant contribution to performance.

This is in line with the research of Sengupta et al. (2015) which stated that EVPs that include career development and financial well-being form a work culture that supports and increases employee engagement, which ultimately has an impact on performance. Rana & Sharma's (2019) research, which states that attractive EVP increase employee engagement through higher job satisfaction and motivation, supports the finding that the synergy between work culture and engagement is key to improving performance. And the research of Setiyawami et al. (2023) which shows that a strong work culture mediates the relationship between organizational benefits and work outcomes, supporting the importance of synergy between EVP, work culture, and involvement in creating optimal performance.

RESEARCH IMPLICATIONS

The implications of the research findings include two things, namely theoretical and practical implications.

Theoretical Implications

This research makes a theoretical contribution in the field of human resource management by strengthening the understanding of the relationship between employee value proposition (EVP), work culture, employee engagement, and employee performance. The results of this study support the theory that EVP, which includes dimensions such as development value, economic value, and application value, plays a strategic role in attracting, retaining, and increasing employee engagement. A well-designed EVP creates a positive perception of the organization and increases employee motivation and commitment, as explained in the theory of Sengupta et al. (2015). In addition, this study confirms the role of work culture as an important mediator in the relationship between EVP and employee performance. A positive work culture is able to create a supportive work environment, increase team cohesion, and strengthen the relationship between organizational policies and individual work outcomes, this is in line with Tsai's (2011) view on the influence of organizational culture on individual behavior and performance.

This study also expands the understanding of employee engagement by showing that employee engagement is significantly influenced by EVP and organizational work culture. These findings support Kahn's (1990) theory of the importance of emotional, cognitive, and physical involvement in work. The integrative model proposed in this study explains the causal relationship between EVP, work culture, and employee engagement on employee performance. This model combines social exchange theory (Homans, 1958) and psychological contract (Rousseau, 1989) to describe how organizations can improve performance through a holistic approach to human resource management. In addition, the use of the Partial Least Squares Structural Equation Modeling (PLS-SEM) method in this study makes a methodological contribution by strengthening the empirical validation of the proposed theoretical model, as well as strengthening the relevance of this technique in the study of human resource management.

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Practical Implications

The results of the study show that a strong employee value proposition (EVP) can improve employee performance. Therefore, organizations need to design and implement a comprehensive EVP with a focus on career development, financial well-being, and work-life balance. Targeted continuous training and development programs can be a priority to improve employee competence and productivity.

Work culture has proven to have an important role as a mediator that strengthens the relationship between EVPs and employee performance. As such, organizations need to reinforce work culture values, such as integrity, collaboration, and results-oriented, through effective communication, training, and role models by leaders. This will create a supportive work environment, where employees feel valued and motivated to give their best performance.

Employee engagement was also found to be an important factor that mediates the relationship between EVP and employee performance. Organizations are advised to create policies and programs that can increase employee engagement, such as recognition of achievements, regular feedback, and increased work flexibility. By increasing engagement, employees will be more motivated, dedicated, and focused on their tasks.

CONCLUSION

This study shows that Employee Value Proposition (EVP), work culture, and employee engagement have an important role in improving employee performance at Bank Indonesia Representative Offices in the East Java Province work area. A strong EVP, which reflects the values, benefits, and experiences perceived by employees, is proven to be able to reinforce a positive and conducive work culture. A supportive work culture creates an environment where employees feel valued, connected to organizational goals, and more motivated to be actively involved in their work.

In addition, the study also confirms that employee engagement acts as a key element that mediates the relationship between EVP, work culture, and employee performance. Employees who feel emotionally, cognitively, and physically engaged tend to exhibit higher levels of productivity and commitment, which directly impacts improved individual and organizational performance.

The combination of a well-designed EVP, an inclusive and supportive work culture, and a high level of employee engagement, forms a strong synergy in driving optimal employee performance. These findings provide strategic recommendations for organizations to continue to strengthen these elements as part of ongoing efforts to improve organizational effectiveness and competitiveness.

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