

## **ABSTRACT**

*This study aims to identify and analyze the factors that influence employee performance, including: compensation, flexible working arrangement (FWA), organizational culture and employee engagement. This study also wants to analyze the effect of compensation, FWA and organizational culture on employee engagement and analyze how employee engagement mediates the effect of compensation, FWA and organizational culture on employee performance. The population in this study amounted to 115 permanent employees of the Business Service Division of PT Telkom. The sample used is 90 employees using the Slovin formula calculation. The sampling technique used is a simple random sampling technique which is carried out randomly without regard to the strata in the population. The research method used is explanatory quantitative with SEM-PLS. Based on the analysis in this study, the results were obtained that: 1) Compensation has a positive and significant effect on employee engagement; 2) FWA has a positive and significant effect on employee engagement; 3) Organizational culture has a positive and significant effect on employee engagement; 4) Compensation has a positive and significant effect on employee performance; 5) FWA has no significant effect on employee performance; 6) Organizational culture has a positive and significant effect on employee performance; 7) Employee engagement has a positive and significant effect on employee performance; 8) Employee engagement mediates the effect of compensation on employee performance; 9) Employee engagement mediates the influence FWA on employee performance; 10) Employee engagement mediates the influence of organizational culture on employee performance.*

**Keywords :** *Compensation, Flexible Working Arrangement (FWA), Organizational Culture, Employee Engagement, Employee Performance*

## ABSTRAK

Penelitian ini bertujuan untuk menganalisis faktor-faktor yang mempengaruhi kinerja karyawan, diantaranya : kompensasi, *flexible working arrangement* (FWA), budaya organisasi dan *employee engagement*. Penelitian ini juga ingin menganalisis pengaruh kompensasi, FWA dan budaya organisasi terhadap *employee engagement* serta menganalisis bagaimana *employee engagement* memediasi pengaruh kompensasi, FWA dan budaya organisasi terhadap kinerja karyawan. Populasi dalam penelitian ini berjumlah 115 karyawan tetap di PT Telkom Divisi Business Service. Sampel yang digunakan sebanyak 90 karyawan dengan menggunakan perhitungan rumus Slovin. Teknik pengambilan sampel yang digunakan adalah teknik *simple random sampling* yang dilakukan secara acak tanpa memperhatikan strata pada populasi tersebut. Metode penelitian yang digunakan adalah kuantitatif eksplanatori dengan SEM-PLS. Berdasarkan analisis pada penelitian ini diperoleh hasil bahwa : 1) Kompensasi berpengaruh positif dan signifikan terhadap *employee engagement*; 2) FWA berpengaruh positif dan signifikan terhadap *employee engagement*; 3) Budaya organisasi berpengaruh positif dan signifikan terhadap *employee engagement*; 4) Kompensasi berpengaruh positif dan signifikan terhadap kinerja karyawan; 5) FWA tidak berpengaruh signifikan terhadap kinerja karyawan; 6) Budaya organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan; 7) *Employee engagement* berpengaruh positif dan signifikan terhadap kinerja karyawan; 8) *Employee engagement* memediasi pengaruh kompensasi terhadap kinerja karyawan; 9) *Employee engagement* memediasi pengaruh FWA terhadap kinerja karyawan; 10) *Employee engagement* memediasi pengaruh budaya organisasi terhadap kinerja karyawan.

**Kata kunci** : Kompensasi, *Flexible Working Arrangement* (FWA), Budaya Organisasi, *Employee Engagement*, Kinerja Karyawan