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Analysis of Employee Engagement and Employee Performance In the Automotive Industry

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Abstract: This article analyzing employee engagement and employee performance in the automotive industry within the scope of human resource management science. This article aims to create hypotheses regarding the relationship between factors, which can then be used for further research in the field of human resource management. The research method used in this research is descriptive qualitative. The data used in this research comes from previous research which is still relevant to the current investigation. Data was collected from leading academic online platforms, including Publish or Perish, Google Scholar, digital reference books, and Sprout journals. The results of this literature research include: 1) Organization culture influences employee engagement in the automotive industry; 2) Training influences employee engagement in the automotive industry; 3) Work stress influences employee engagement in the automotive industry; 4) Employee assessment influences employee engagement in the automotive industry; 5) Organization culture influences employee performance in the automotive industry; 6) Training influences employee performance in the automotive industry; 7) Work stress influences employee performance in the automotive industry; 8) Employee assessment influences employee performance in the automotive industry; and 9) Employee engagement influences employee performance in the automotive industry.

Keyword: Employee Performance, Employee Engagement, Organization Culture, Training, Work Stress, Employee Assessment

INTRODUCTION

In the automotive business, which is constantly evolving and changing, analyzing employee engagement and performance has become critical in order to better understand and improve organizational effectiveness. The relationship between employee engagement and performance is primarily examined via the lens of organizational culture, training, work stress, and employee assessment. First, organizational culture influences employee engagement and

performance. Employee engagement levels can be increased by fostering a strong organizational culture in which employees appreciate and live company principles. In the automotive business, where teamwork and commitment to quality are critical, a culture that promotes collaboration, creativity, and personal responsibility can push people to perform better. In contrast, a company culture that does not align with employees' beliefs or does not encourage involvement might have a detrimental impact on their performance.

Second, training has a substantial impact on employee engagement and performance in the automotive sector. Effective training programs not only enhance employees' technical abilities and knowledge, but also boost their self-esteem and motivation. In an industry affected by technological advancements and severe rivalry, employees who feel supported by relevant and practical training are more involved in their work and perform better. Third, work stress should be included when analyzing employee engagement and performance in the automotive business. High levels of stress can impair employee engagement and negatively impact performance. In an often demanding and rapidly changing work environment like the automobile sector, reducing job stress is critical to keeping people focused and productive. Effective stress management programs, strong social support, and task management measures can all boost employee engagement and performance.

Fourth, employee assessment is a valuable technique for analyzing employee engagement and performance in the automobile business. A transparent and fair appraisal process can offer employees with meaningful feedback on their performance while also identifying areas for growth and career prospects. In a highly competitive business like automotive, organized and comprehensive employee assessments help organizations find and keep top talent while also motivating employees to improve their performance. Overall, analyzing employee engagement and performance in the automotive business requires a thorough understanding of organizational culture, training, job stress, and employee assessment. Automotive firms may establish a stimulating, productive, and high-performing work environment by focusing on these elements and executing the correct techniques to enhance employee engagement. This will not only boost employee performance, but will also reinforce the company's position in this rapidly changing business.

Based on the background of the problem above, the problem formulation is determined as follows: 1) Does organizational culture influence employee engagement in the automotive industry?; 2) Does training have an effect on employee engagement in the automotive industry?; 3) Does work stress affect employee engagement in the automotive industry?; 4) Does employee assessment have an effect on employee engagement in the automotive industry?; 5) Does organizational culture influence employee performance in the automotive industry?; 6) Does training have an effect on employee performance in the automotive industry?; 7) Does work stress affect employee performance in the automotive industry?; 8) Does employee assessment have an effect on employee performance in the automotive industry?; and 9) Does employee engagement influence employee performance in the automotive industry?.

METHOD

Literature Review Methodologies including systematic literature review (SLR) and library research were used in the preparation of the article. A qualitative evaluation was carried out on this method, sourced from leading scientific websites such as Mendeley and Google Scholar. A systematic literature review (SLR) is a careful and methodical effort in which all relevant research literature is identified, evaluated, and researched to provide an answer to a specific research question. When conducting qualitative analysis, it is important to apply the literature review consistently according to methodological assumptions. Due to its

investigative nature, qualitative analysis is mostly carried out for this purpose, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Results

Following are the research findings by considering the context and problem formulation:

Employee Performance

Performance at work pertains to the degree to which personnel execute their assigned tasks and obligations. This includes satisfying objectives, contributing positively to the organization's success, and completing tasks with productivity and efficiency. An assortment of indicators can be employed to assess employee performance, encompassing metrics such as productivity, work quality, initiative, teamwork, and target attainment, (Sun et al., 2022).

The indicators or dimensions contained in employee performance are as follows: 1) Productivity pertains to the degree of efficiency and effectiveness with which employees accomplish their assigned jobs; 2) Work Quality: Assesses the extent to which personnel meet or surpass predetermined quality benchmarks; 3) Evaluate the inclination of employees to assume supplementary responsibilities and provide novel concepts for enhancing operations or products; 4) Teamwork: Assess employees' ability to cooperate and make valuable contributions to the team in order to accomplish shared objectives; and 5) Target Attainment: The degree to which individuals successfully reach or surpass the predetermined goals and objectives established for them, (Nisar et al., 2021).

Employee performance variables have been studied by previous researchers, among others: (Maida et al., 2017), (Pusparani et al., 2021), (Al-Tit et al., 2022), (Arshadi, 2010).

Employee Engagement

Employee engagement pertains to the emotional connection, commitment, and drive that employees have toward their work and business. Employees who actively engage in their work are likely to exhibit higher levels of enthusiasm, a sense of ownership, and a belief in the substantial influence their efforts have on the overall performance of the firm. Elevated levels of employee engagement have the potential to enhance staff performance, bolster employee retention rates, and mitigate absenteeism, (Wahdiniawati et al., 2023).

The indicators or dimensions contained in employee engagement are as follows: 1) Organizational commitment refers to the extent to which employees exhibit a strong sense of identification with the values, aims, and culture of the organization; 2) Motivation: Assesses the level of enthusiasm and drive among employees to actively participate in their work; 3) The concept of participation pertains to the degree of employee involvement in organizational decisions or changes; and 4) Job Satisfaction: Assesses the level of contentment and joy that employees experience in relation to their job and work surroundings, (Riyanto, B, et al., 2017).

Employee engagement variables have been studied by previous researchers, among others: (Riyanto, B, et al., 2017), (Aziez, 2022), (Rustono & Fattah Akbary, 2015), (Mariska, 2018), (Ruhayat et al., 2022), (Agustian Zen, 2023).

Organization Culture

Organizational culture encompasses the collection of values, beliefs, conventions, and behaviors that are embraced and implemented by individuals inside a company. The concept encompasses various aspects of human behavior, including as interpersonal interactions, problem-solving strategies, communication patterns, and adaptability to change. The organizational culture is a manifestation of the distinct identity of an organization and serves as a guiding force for the conduct and choices made by its members. The formation of it can be influenced by leadership, management strategies, organizational fundamental principles,

and employee encounters. The enhancement of employee performance, motivation, and satisfaction can be facilitated by a robust and favorable organizational culture, whereas a detrimental or detrimental culture can impede creativity, collaboration, and overall organizational performance (Elmi et al., 2016).

The indicators or dimensions contained in organizational culture are as follows: 1) Organizational Values: These are the principles or values that the organization upholds, such as integrity, cooperation, innovation, or customer focus. These principles reflect the organization's distinct identity and guide the behavior and decisions of its members; 2) Communication and Transparency: This indicator assesses how well information is communicated and understood throughout the company. Effective and honest communication can boost trust, improve teamwork, and eliminate ambiguity; and 3) Leadership and Role Modeling: This component emphasizes the role of leaders in building company culture. Effective leaders and role models are critical in promoting organizational ideals and encouraging people (Sitanggang et al., 2022).

Organizational culture variables have been studied by previous researchers, including: (Ali et al., 2022), (Rajab, 2021), (Sitanggang et al., 2022), (Jumawan & Widjaja, 2023), (Febrian & Purnama, 2022).

Training

Training is a methodical procedure aimed at enhancing the knowledge, abilities, and competencies of employees within the framework of their professional responsibilities. This encompasses the instruction of employees in acquiring new skills, comprehending work protocols, cultivating leadership abilities, and enhancing the competences required to proficiently carry out job responsibilities. Formal training can be implemented through the utilization of specifically planned training programs, while informal training can be achieved through the accumulation of everyday job experience and mentorship. Training plays a crucial role in influencing not only the proficiency of individuals, but also the overall efficacy of the organization, employee drive, and the organization's capacity to respond to and accommodate changes (Riyanto, Yanti, et al., 2017).

The indicators or dimensions contained in the training are as follows: 1) Training Needs Assessment: An assessment of an employee's requirement for skill development or competency improvement in order to attain their job objectives. This assessment aids in the development of training programs that are appropriate for the needs of the organization and its personnel; 2) Training Effectiveness: This dimension assesses the degree to which a training program meets its stated objectives. The efficacy of training is assessed by employees' ability to use the skills and knowledge they gain in their regular work; and 3) Participation and Engagement: This indicator measures employee participation and involvement in the training program. High involvement demonstrates an employee's interest in and dedication to self-development and professional advancement (Unwanullah, 2023).

Training variables have been studied by previous researchers, including: (Elizar & Tanjung, 2018), (Pasaribu et al., 2023), (Riyanto, Yanti, et al., 2017).

Work Stress

Job stress encompasses the physiological, psychological, and cognitive reactions that occur when an individual perceives themselves as incapable of managing the requirements and stressors associated with their occupation. Job stress can arise from multiple sources, such as an overwhelming workload, unclear role expectations, conflicts in interpersonal relationships, limited control over work, or an imbalance between work and personal demands. Extended and unaddressed work-related stress can lead to adverse effects on both physical and mental well-being, reduced work productivity, increased absenteeism, and diminished job contentment. Hence, the management of job-related stress holds significant importance in fostering a work climate that is both conducive to employee well-being and productivity (Saputro et al., 2020).

The indicators or dimensions contained in work stress are as follows: 1) Workload and Job expectations: Measures the quantity of work and expectations imposed on employees. High workloads and unrealistic demands can lead to high levels of stress; 2) Social and Organizational assistance: This dimension refers to the level of assistance provided by coworkers, superiors, and the organization in dealing with work stress. Strong social support can help employees deal with stress and improve their overall well-being; and 3) Control and Involvement: This indicator measures employees' amount of control over their job as well as their involvement in workplace decision making. Low degrees of control or involvement might lead to increased stress (Hermawan, 2022).

Work stress variables have been studied by previous researchers, including: (Rahul et al., 2019), (Bawono & Lo, 2020), (Saputro et al., 2020).

Employee Assessment

Employee assessment is a methodical procedure used to assess the performance and impact of employees on the organization. It entails assessing employees' attainment of objectives, abilities, conduct, and proficiencies that are pertinent to their roles. Employee assessments are commonly conducted on a regular basis, either through annual performance reviews or at regular intervals. These assessments typically entail a conversation between employees and their bosses. Employee appraisals serve the function of offering constructive criticism, pinpointing areas for improvement, acknowledging accomplishments, and determining employee compensation, promotions, or career advancement. Efficient employee evaluation is crucial for managing performance, fostering employee growth, and attaining corporate objectives (Marlinda et al., 2021).

The indicators or dimensions contained in the employee assessment are as follows: 1) Clear and Relevant evaluation Criteria: This refers to how clear and relevant the evaluation criteria are to the work objectives and organizational demands. Clear and relevant criteria give employees clear direction in accomplishing their goals; 2) Constructive Feedback: This component assesses how positive feedback is given to employees regarding their performance. Employees might benefit from constructive and organized feedback in identifying their strengths and areas for development; and 3) Career Development Opportunities: This statistic measures the level of opportunities for employees to further their careers. Clear and accessible professional development opportunities can boost employee enthusiasm and engagement (Herawaty & Cahyadi, 2020).

Employee assessment variables have been studied by previous researchers, including: (Mas'adi, 2021), (Herawaty & Cahyadi, 2020), (Marlinda et al., 2021).

Previous Research

Based on the findings above and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

| No | Author (Year) | Research Results | Similarities with this article | Differences with this article | Basic Hypothesis |
|----|---------------------------------|---|--|---|------------------|
| 1. | (Anugra & Saragih, 2018) | Organizational culture influences employee engagement at PT Asuransi Jasa Indonesia Bandung Retail Branch | The influence of organizational culture on employee engagement | The research object was carried out at PT Asuransi Jasa Indonesia Bandung Retail Branch | H1 |
| 2. | (Aglina Ulfah & Nilasari, 2023) | Employee Training and Motivation influence Employee Engagement and Employee Performance | The effect of training on employee engagement | The influence of employee motivation on employee engagement | H2 |

| | | | | | |
|----|----------------------------|--|---|---|----|
| 3. | (Nadira, 2019) | Work life balance and work stress influence employee engagement | The influence of work stress on employee engagement | The influence of work life balance on employee engagement | H3 |
| 4. | (Rahmana & Soliha, 2022) | Employee assessment and compensation influence work motivation and employee engagement | The influence of employee assessment on employee engagement | The effect of compensation on work motivation | H4 |
| 5. | (Putra et al., 2020) | Work environment, organizational culture and compensation influence employee motivation and performance | The influence of organizational culture on employee performance | The influence of work environment and compensation on employee motivation | H5 |
| 6. | (Unwanullah, 2023) | Training, coaching and employee engagement influence employee performance | The effect of training on employee performance | The influence of coaching and employee engagement on employee performance | H6 |
| 7. | (Ahmad et al., 2019) | Work stress, workload and work environment influence employee performance at PT FIF Group Manado | The effect of work stress on employee performance | The influence of workload and work environment on employee performance at PT FIF Group Manado | H7 |
| 8. | (Marlinda et al., 2021) | Employee assessment and compensation influence work motivation and employee performance at PT Bank Central Asia Tbk Jambi Main Branch Office | The influence of employee assessment on employee performance | The influence of compensation on work motivation at PT Bank Central Asia KCU Jambi | H8 |
| 9. | (Ramadhan & Budiono, 2023) | Self-efficacy and Work Engagement influence Job Satisfaction and Employee Performance at PT X | The influence of work engagement on employee performance | The influence of self-efficacy on job satisfaction at PT X | H9 |

Discussion

Based on the findings above and previous research, the research discussion is formulated as follows:

1. The Influence of Organizational Culture on Employee Engagement in the Automotive Industry

Employee engagement in the automotive industry is heavily influenced by organizational culture, which includes organizational values, communication and transparency, as well as leadership and example. Organizational values, as the cornerstone of organizational culture, influence employee attitudes and behavior toward work and the organization as a whole. Values like honesty, cooperation, creativity, and customer orientation serve as the moral underpinning and work ethics that build an organization's identity. In the automotive business, where innovation and precision are critical, these values can motivate people to give their all and contribute to the company's success.

Communication and transparency are critical components in building a healthy and sustainable company culture. Open and straightforward communication reduces ambiguity and uncertainty, makes employees feel heard and understood, and gives a clear path for actions and choices. In the automotive business, where coordination between departments and organizational levels is crucial, good communication can assist guarantee that everyone has access to the information required to simplify operations and make decisions. Transparency

also promotes trust between management and employees, which leads to increased employee engagement.

Leadership and example play a vital role in building organizational culture and increasing employee engagement. Effective leadership articulates a clear vision, offers appropriate direction, and assists employees in reaching organizational goals. In the automotive business, where difficulties such as fierce competition and rapid innovation exist, effective and inspiring leadership can be a crucial driver of employee engagement. Modeling is particularly crucial since employees tend to mimic the behavior of their bosses. Exemplary application of corporate principles, maintaining open communication, and demonstrating passion to work can motivate employees to become more actively involved in their jobs and foster a healthy work environment.

Employee Engagement in the automobile industry encompasses organizational commitment, motivation, and the concept of participation. Organizational commitment demonstrates an employee's devotion and dedication to the organization where they work. Employees that are emotionally invested in their organization have higher levels of commitment and are more likely to stay for the long run. Motivation, on the other hand, is the internal or external force that propels people to accomplish their goals. Engaged personnel are highly motivated to accomplish their jobs successfully and contribute to the company's success. Participation refers to active employee involvement in decision-making processes, cooperation, and contributions to process improvement or organizational innovation. Employees that are engaged feel acknowledged and valued by their employer, which pushes them to actively participate in building a productive and results-oriented work environment.

Employee engagement is critical to attaining long-term performance and success in the automotive business, where global competition is severe and innovation is essential. A strong company culture, characterized by strong principles, open communication, and authoritative leadership, is critical to retaining employee engagement. Employees that are connected to an organization's principles, supported by a work environment that encourages communication and transparency, and led by inspiring and fair leaders tend to be more engaged. To reach peak performance in the automotive industry, firms must focus on and enhance the elements of corporate culture that drive employee engagement.

Organizational culture influences employee engagement in the automotive industry, this is in line with research conducted by: (Gabriela et al., 2023), (Dewi et al., 2021), (Moch et al., 2019).

2. The Effect of Training on Employee Engagement in the Automotive Industry

The first stage in developing a successful training program is to assess the needs of the participants. In the ever-changing automotive business, it is vital to assess employees' needs to learn new skills, update their knowledge, or adapt to technological developments. By adapting training programs to the organization's current and future needs, employees feel supported and relevant in their job, which boosts organizational commitment.

Training efficacy is a key component in determining the positive impact of training on employees and organizations. Effective training has a meaningful impact on enhancing employees' skills, knowledge, and capacity to perform their jobs better. Employees in the fast evolving automotive business, where technology and production methods are continually changing, require excellent training to remain relevant and productive. When employees believe that the training they get will help them in their everyday work, they are more engaged and dedicated to the firm. Employee participation in training programs has a significant impact on employee engagement in the automobile industry. Employees that actively participate in training programs, such as offering feedback or contributing on the production of training materials, can gain a greater sense of ownership and involvement in the process. By

incorporating employees directly in training decisions, firms demonstrate that they value their contributions and viewpoints, which can build employee-organization relationships and increase organizational engagement.

Employee involvement in training has an impact on their motivation. When employees feel recognized and supported in expanding their skills and abilities, they are more motivated to learn and grow. Motivation to learn and improve is essential in the competitive automobile business, where technological advancements and worldwide competition are on the rise. Organizations can keep employees motivated to grow and contribute to the company's success by providing opportunities for them to participate in relevant and valuable training. Furthermore, employee participation in training programs has an impact on their overall perception of organizational participation. Employees who feel supported and appreciated as they acquire their skills and expertise are more likely to actively participate in organizational efforts such as collaborative projects, cross-functional teams, or process improvement programs. Employees' active involvement in various parts of an organization's operations contributes to the development of a participative culture in which employees feel ownership and responsibility for the organization's overall success.

Employee engagement is critical in the dynamic and competitive automotive sector for long-term performance and profitability. Effective training based on accurate needs assessments, combined with strong employee participation and involvement, improves organizational commitment, motivation, and the concept of employee participation. By focusing on and strengthening the impact of training on employee engagement, automotive organizations can ensure that their employees remain relevant, engaged, and contribute to the company's success in the face of ever-changing challenges and opportunities in the global automotive industry.

Training influences employee engagement in the automotive industry, this is in line with research conducted by: (Elizar & Tanjung, 2018), (Pasaribu et al., 2023), (Riyanto, Yanti, et al., 2017).

3. The Effect of Work Stress on Employee Engagement in the Automotive Industry

Workload and high job expectations can be important contributors to employee stress levels in the automotive business, which frequently operates in a fast-paced and dynamic environment. Employees in this industry may be under pressure to work particularly hard and meet high performance standards due to tight production objectives and deadlines. This high workload and job demands can produce undue stress and negatively impact employees' psychological well-being, reducing their commitment to the firm.

However, social and organizational support might serve as a buffer against the negative effects of work stress on employee engagement. Employees can manage the stress and hardships of their jobs with support from coworkers, superiors, and the company. In the automotive business, where work teams frequently operate in stressful and demanding situations, good social support can boost employees' sense of connection with the firm and encourage their dedication. Furthermore, effective organizational assistance, such as employee wellness programs or responsive human resources, can aid in lowering workplace stress and boosting employee well-being.

Control is a key aspect in reducing workplace stress and increasing employee engagement. Employees who believe they have enough control over their work, such as flexibility in establishing work schedules or procedures, report lower levels of stress. In the automotive business, where work often requires a high level of precision and accuracy, offering employees proper control over their work environment can assist minimize stress levels connected with job requirements. Furthermore, employee involvement in work-related

decision-making can boost their sense of responsibility and drive, which can lead to increased organizational commitment.

Employee involvement in work and the organization is also crucial in mitigating the effect of work stress on employee engagement. Employees that are emotionally and cognitively engaged with their work and organization report reduced levels of stress and better levels of organizational commitment. Employee involvement is a crucial asset for any company in the automotive industry, as creativity, innovation, and hard effort are frequently key components in success. Employees who are actively involved in developing answers to complicated problems or contributing to process improvements have a strong sense of ownership over their job and the organization, which boosts organizational commitment and incentive to perform.

Thus, the impact of work stress on employee engagement in the automobile industry is complex and multifaceted. Although high workloads and job demands can increase employee stress levels, good social and organizational support, employee control, and high interest in work and the organization can all operate as a buffer against the negative effects of work stress. It is critical for automotive companies to proactively identify and control issues that influence employee work stress, while also establishing a work environment that promotes psychological well-being and employee engagement. This allows firms to keep their staff engaged, motivated, and devoted to attaining collective success in the competitive and dynamic automotive industry.

Work stress influences employee engagement in the automotive industry, this is in line with research conducted by: (Hakro et al., 2022), (Selvy et al., 2016), (Bhastary Dwipayani, 2020).

4. The Influence of Employee Assessments on Employee Engagement in the Automotive Industry

Clear evaluation criteria are essential for ensuring that employees understand their expectations and performance standards. In the competitive and rapidly increasing automotive sector, where consistent results and high quality are essential, clear evaluation criteria aid in directing employee efforts and providing clear direction in reaching organizational goals. When employees have a clear grasp of how their performance is evaluated, they are more focused and involved in their attempts to meet those goals, which promotes organizational commitment.

Constructive feedback is a crucial component of employee assessments that positively impacts employee engagement. Employees benefit from regular and constructive feedback, which helps them recognize their strengths and areas for development while also providing guidance on how to enhance their performance. In the automobile business, where technology and manufacturing processes are always changing and evolving, effective feedback can assist employees in continuing to develop and adapt to changes. When employees receive positive criticism, they feel appreciated and driven to continue performing well, which enhances their organizational commitment.

Career development opportunities are an important part of employee evaluations that can affect employee engagement. Career development prospects can be a significant motivation for employees in the fast-paced automotive business, where the potential to grow and improve is highly prized. Automotive firms can encourage employees to make long-term commitments and participate actively in accomplishing organizational goals by giving access to training and skill development, as well as information on career routes and mobility prospects within the organization. When employees believe that their organization provides assistance and possibilities for career growth and progress, they are more engaged and driven to contribute maximally, increasing their organizational commitment.

Employee appraisals also influence employee motivation in the automotive business. Employees who receive positive feedback and have access to professional development opportunities are more driven to attain corporate goals. When individuals understand how they are evaluated and given constructive criticism, as well as opportunities to develop and advance in their careers, they are more likely to feel appreciated and recognized for their accomplishments. This can strengthen their sense of ownership and involvement in the firm, which boosts their incentive to keep working well.

Employee assessments play a critical role in shaping organizational commitment, motivation, and the concept of employee engagement in the automobile sector. Automotive firms can ensure that their employees feel recognized, supported, and empowered to reach their full potential by offering clear evaluation criteria, constructive feedback, and opportunities for career advancement. This not only increases employee well-being and satisfaction, but it also helps the organization's long-term performance in dealing with the ever-changing problems and possibilities in the global automotive market. As a result, automotive firms must prioritize and spend resources in the creation and implementation of successful employee assessments in order to boost employee engagement and gain a competitive advantage in this highly competitive market.

Employee assessments influence employee engagement in the automotive industry, this is in line with research conducted by: (Bintoro & Daryanto, 2017), (Marlinda et al., 2021), (Baroroh et al., 2023).

5. The Influence of Organizational Culture on Employee Performance in the Automotive Industry

Strong organizational values, such as integrity, cooperation, creativity, and customer focus, serve as the foundation for shaping employee attitudes and behaviors toward work and the organization as a whole. In the competitive automotive sector, where innovation and product quality are critical to success, these principles give employees with direction and guidance in meeting high performance standards. When employees feel connected to the organization's principles, they are more driven to work with dedication and consistency, which boosts productivity. Communication and transparency are also critical components in fostering a healthy and performance-oriented workplace culture. Effective and transparent communication ensures that all employees have a clear understanding of the organization's goals, expectations, and strategic direction. In the automobile business, where good coordination between multiple departments and organizational levels is critical, effective communication aids in the flow of information and task coordination. Employees who feel encouraged and connected to the organization's strategic direction are more engaged and oriented toward attaining specified goals, which helps to increase productivity.

Furthermore, leadership and example have an important role in building organizational culture and affecting employee performance. Effective leaders who serve as role models for their people provide the motivation, guidance, and support required to achieve collective achievement. In the fast-paced automotive business, where quick and precise decision-making and strong leadership are essential, leaders who can display honesty, courage, and dedication to work excellence are more likely to inspire others to follow suit. Employees that believe in their leaders and are inspired by their example are more engaged and perform well, which improves productivity, work quality, and goal achievement.

Effective cooperation influences employee performance in the automobile business, as well. An organizational culture that values teamwork and collaboration improves resource utilization and operational efficiency. In the automobile business, where large and complex projects frequently require cross-departmental and functional collaboration, teamwork is critical to attaining success. When employees feel encouraged and involved in a strong,

collaborative team, they are more creative, innovative, and productive in attaining common goals, which increases performance and results in higher-quality work.

Aside from that, an organizational culture that promotes collective goal achievement is critical in molding employee performance in the automobile business. When employees understand the organization's goals and performance targets and feel encouraged and empowered to reach them, they are more focused and driven to attain the expected results. In the competitive automotive industry, where success is frequently measured by meeting strict targets, an organizational culture that encourages individual accountability and responsibility for achieving shared goals helps employees continue to perform well and achieve desired results.

Overall, the impact of corporate culture on employee performance in the automobile sector is significant and complex. Strong organizational principles, good communication, strong leadership, solid cooperation, and a collective emphasis on attaining goals are critical components in developing an organizational culture that promotes optimal employee performance. Prioritizing and developing these factors can help automotive firms build a stimulating, performance-oriented work environment that encourages people to attain their greatest potential in terms of operational excellence and long-term success.

Organizational culture influences employee performance in the automotive industry, this is in line with research conducted by: (Amiruddin et al., 2021), (Suryadi & Foeh, 2022), (Rahmawaty, 2017).

6. The Effect of Training on Employee Performance in the Automotive Industry

In the competitive automotive sector, where technology and manufacturing methods are continually advancing, good training is critical to keeping staff relevant and adaptable to changes as they occur. Employees are more motivated to use what they have learned and enhance their overall performance when they believe the training they get has actual advantages and will help them in their jobs.

Employee participation and involvement in training programs have an impact on employee performance. When employees are heard and encouraged to actively participate in training programs, they are more likely to feel valued and respected by the organization. Employee participation in training can strengthen the relationship between employees and the organization and increase their sense of ownership of their job, particularly in the automotive industry, where work teams frequently work in tough and competitive conditions. Furthermore, employee participation in training programs can help ensure that training materials are relevant and suited to their needs, increasing the training's effectiveness and impact on their performance.

Training's impact on employee performance can also be demonstrated in terms of increased productivity. Effective training improves employee productivity and competence, allowing them to complete their responsibilities more quickly and effectively. In the automobile business, where operational efficiency is important for gaining a competitive advantage, productivity-focused training can make a significant contribution to a company's success. Employees who have the requisite abilities to operate more efficiently can raise their production, reduce the time it takes to accomplish tasks, and make better use of corporate resources.

In addition, training influences the quality of employee work in the automobile sector. Employee skill and knowledge-based training contributes to higher product and service quality standards. High-quality work is essential for retaining a competitive advantage in the automobile business, which is strongly reliant on brand recognition and consumer happiness. Employees who have the skills and knowledge required to do their jobs successfully are more

likely to deliver high-quality products and services, which boosts customer satisfaction and the company's reputation.

Teamwork is a key part of employee performance that is influenced by training. Employees that receive collaboration training are better able to operate in groups and achieve common goals. In the automotive business, which frequently entails big and complicated team projects, the ability to collaborate and communicate effectively within a team is critical to obtaining successful outcomes. Employees with great cooperation abilities can boost efficiency, inventiveness, and accomplish better achievements jointly, which benefits the company's overall success.

Target accomplishment is the primary metric of employee performance, which is influenced by training. Training geared to help employees achieve their goals in an effective and efficient manner helps to ensure that individual and organizational goals are met. In the highly competitive automotive business, where meeting targets is critical to success, relevant and helpful training can help staff stay focused and motivated to achieve their goals. When employees feel encouraged and equipped with the abilities needed to attain their goals, they are more likely to succeed.

Overall, training has a significant impact on employee performance in the automobile business. Automotive firms can boost productivity, work quality, teamwork, and employee goal achievement by focusing on training needs assessment, training effectiveness, and employee engagement and involvement in training programs. Thus, training is not just an investment in human development, but also a critical strategy for gaining a competitive advantage and attaining long-term success in the ever-changing automotive industry.

Training influences employee performance in the automotive industry, this is in line with research conducted by: (Unwanullah, 2023), (Datche & Mukulu, 2015), (Aglina Ulfah & Nilasari, 2023).

7. The Effect of Work Stress on Employee Performance in the Automotive Industry

High workloads and high job expectations are frequently the primary causes of stress in employees in the automotive business, which operates in a fast-paced and constantly changing environment. Employees in this industry may be under pressure to work harder and meet high performance standards due to tight production objectives and deadlines. High workloads and job expectations can produce undue stress and negatively impact employees' psychological well-being, reducing productivity.

However, social and organizational support might serve as a buffer against the harmful impact of work stress on employee performance. Employees can manage the stress and hardships of their jobs with support from coworkers, superiors, and the company. In the automotive business, where work teams frequently operate in stressful and demanding situations, good social support can boost employees' sense of connection with the firm and encourage their dedication. Furthermore, effective organizational assistance, such as employee wellness programs or responsive human resources, can help minimize work-related stress and promote employee well-being.

Control is also vital in reducing workplace stress and improving employee performance. Employees who believe they have enough control over their work, such as flexibility in establishing work schedules or procedures, report lower levels of stress. In the automotive business, where work often requires a high level of precision and accuracy, offering employees proper control over their work environment can assist minimize stress levels connected with job requirements. Furthermore, employee involvement in work-related decision-making can boost their sense of responsibility and drive, increasing productivity and helping them meet their goals.

Employee involvement in work and the organization is also crucial in mitigating the effect of work stress on employee performance. Employees that are emotionally and cognitively engaged with their work and company experience less stress and higher levels of engagement. Employee involvement is a crucial asset for any company in the automotive industry, as creativity, innovation, and hard effort are frequently key components in success. Employees who are actively involved in solving complicated problems or contributing to process changes have a strong sense of ownership over their work and their organization, which boosts productivity, job quality, and goal achievement.

Thus, the effect of work stress on employee performance in the automobile industry is a multifaceted phenomenon driven by a variety of factors. Although high workloads and job demands can increase employee stress levels, good social and organizational support, employee control, and high interest in work and the organization can all operate as a buffer against the negative effects of work stress. It is critical for automotive firms to proactively identify and control issues that influence employee work stress, while also establishing a work environment that promotes psychological well-being and employee engagement. In this approach, businesses may ensure that their staff continue to perform well and achieve desired results, even in a competitive and demanding workplace.

Work stress influences employee performance in the automotive industry, this is in line with research conducted by: (Selvy et al., 2016), (Irvianti & Verina, 2015), (Hermawan, 2022).

8. The Effect of Employee Assessments on Employee Performance in the Automotive Industry

Clear assessment criteria are essential for accurately assessing employee performance. In the highly competitive automotive business, where quality and productivity requirements are crucial, clear evaluation criteria assist present a clear picture of what is expected of personnel. For example, criteria that address technical skills, productivity, and adherence to safety protocols provide staff with specific recommendations on where they must excel. When employees have a clear grasp of the evaluation criteria, they are more focused and driven to meet the defined standards, increasing their productivity.

Constructive feedback is an important component of employee evaluations that influences employee performance. Employees benefit from regular and constructive feedback that helps them recognize their strengths and opportunities for progress. Good feedback helps employees learn and enhance their performance in the automobile business, which is generally based on innovation and continual improvement. For example, feedback aimed at refining work skills or generating new ideas might motivate staff to perform better. When employees feel encouraged and led by constructive comments, they are more motivated to improve their performance and meet specified goals, increasing productivity and job quality.

Aside from that, career development opportunities are a significant component of employee evaluations that influence employee performance in the automobile business. Employees in this fast growing profession frequently seek opportunities to advance their careers. Company-sponsored career development programs, such as supplementary skills training, mentorship programs, and job rotation chances, can be a powerful motivator for employees to enhance their performance. Employees, for example, who have the possibility to learn new skills or move to higher levels in the organization are more excited and driven to work harder. Thus, the company's career development chances can assist employees enhance their performance and reach the targeted productivity and work quality.

Employee assessments have an impact on team performance in the automobile industry. When employees receive constructive feedback and have a clear grasp of the evaluation criteria, they are more likely to collaborate well within teams. For example, when each team member understands their position and the required performance standards, they can

collaborate to achieve common objectives. In the automobile business, which frequently entails big and complicated team projects, the ability to collaborate successfully within a team is critical to success. Thus, employee assessments that provide clear guidance and constructive comments can improve overall team performance, resulting in increased employee target attainment and productivity.

Employee assessments in the automobile industry have an impact on target attainment as well. When employees have a clear grasp of the goals and evaluation criteria, they are more focused and driven to attain the intended results. For example, when employees receive constructive feedback on their progress toward attaining targets and are offered opportunities for meaningful career development, they are more likely to work harder to achieve the objectives. Thus, thorough employee assessments can assist ensure that staff continue to perform well and achieve the expected results in the highly competitive automotive business.

Overall, the impact of employee assessments on employee performance in the automotive industry is significant. Companies may help their employees improve their productivity, job quality, team performance, and goal achievement by offering clear evaluation criteria, constructive feedback, and meaningful career development opportunities. By focusing on these elements and executing successful evaluation processes, automotive firms can foster a work environment that inspires, supports, and enables their people to achieve long-term success in this dynamic industry.

Employee assessment influences employee performance in the automotive industry, this is in line with research conducted by: (Ilmi et al., 2019), (Mas'adi, 2021), (Ananda, 2019).

9. The Effect of Employee Engagement on Employee Performance in the Automotive Industry

High organizational commitment is the primary sign of employee engagement with the company and its aims. In the competitive automobile sector, personnel who are deeply committed to the organization are more motivated to produce ideal results. They believe in the company's vision and objectives and are dedicated to contributing their full potential to attaining common goals. Employee retention rates are also influenced by high organizational commitment, since employees who feel emotionally attached to the firm are more likely to stay and contribute consistently to the company's performance.

Motivation is another important aspect that influences employee performance in the automobile business. Employees that are intrinsically motivated to succeed at work typically perform better. In an industry as demanding and dynamic as automotive, motivation is essential for keeping people engaged and enthusiastic about meeting their goals. Employees are encouraged to give their all through intrinsic motivation, which includes pride in their work, a sense of success, and personal gratification from high-quality work outcomes. Furthermore, extrinsic incentive, such as prizes and recognition for good performance, can boost employee performance by giving additional encouragement to meet established goals and performance criteria.

Participation is also vital for employee performance in the automotive business. Employee participation in decision-making and process improvement not only boosts their sense of ownership over their job, but it also allows them to contribute new ideas and critical thinking. In an industry that is always changing and requires rapid response to technology and market changes, employee participation in improvement and innovation projects can assist increase operational efficiency and accelerate product development. When employees feel valued and encouraged to actively participate in improving work processes and developing new solutions, they are more engaged and perform well in meeting specified goals and performance standards.

The impact of Employee Engagement on Employee Performance can also be demonstrated in terms of productivity. Employees that are highly engaged with their job and organization are more focused and efficient in accomplishing their tasks. They feel connected to the company's aims and principles, which motivates them to work hard and consistently. Productivity is critical in the automobile sector, which frequently relies on complicated and rigorous manufacturing procedures to gain a competitive advantage. Employees that are actively involved in their work are better equipped to overcome obstacles and improve operational efficiency, which contributes to increased total company productivity. Aside from that, Employee Engagement affects the quality of employee labor in the automobile business. Employees who are emotionally and intellectually connected to their jobs tend to achieve greater results. They are enthusiastic about meeting high quality requirements and work with care and precision. Employees that are actively involved in their work are a significant asset to the automobile sector, which relies heavily on product and service quality. High-quality work not only enhances the company's reputation, but it also promotes client satisfaction and strengthens its market position.

In the automobile business, Employee Engagement influences teamwork as well. Employees that feel connected to the company's aims and values are more likely to be able to collaborate effectively. They have a strong feeling of responsibility and commitment in the team's overall success, allowing them to collaborate effectively with their colleagues to achieve common objectives. In the automobile business, which frequently entails big and complicated team projects, the ability to collaborate successfully within a team is critical to success. Employees that are actively involved in their teams are more likely to contribute meaningfully to goal achievement and improved overall job outcomes. Employee engagement influences target attainment in the automobile sector. Employees who are actively invested in their work are more focused and driven to meet specified goals. They feel a strong sense of responsibility for the organization's success and are devoted to contributing their full potential to attaining common goals. In the highly competitive automobile sector, meeting targets is critical to success. Employees that are actively invested in their firm are more driven to work hard and accomplish desired goals, which benefits the company's overall success.

Overall, employee engagement has a major impact on employee performance in the automobile business. Automotive firms can improve productivity, job quality, team performance, and goal achievement by improving organizational commitment, motivation, and the concept of employee engagement. Companies that pay close attention to these aspects and adopt the correct techniques to promote employee engagement may build a work environment that stimulates, fulfills, and supports its people in order to achieve long-term success in this dynamic business.

Employee engagement influences employee performance in the automotive industry, this is in line with research conducted by: (Eka & Anik, 2020), (Nugroho & Ratnawati, 2021), (Aziez, 2022).

Conceptual Framework

A conceptual framework has been established based on research findings, previous investigations, and the above-mentioned discourse:

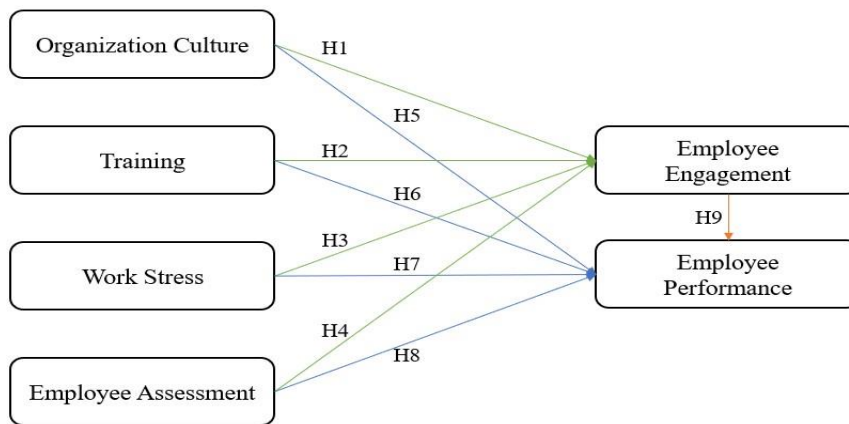


Figure 1. Conceptual Framework

Based on Figure 1 above, organizational culture, training, work stress and employee assessment influence employee performance through employee engagement. However, apart from the organizational culture, training, work stress and employee assessment variables which influence employee performance through employee engagement, there are other variables which influence it, including:

- 1) Work Environment: (F. Saputra & Mahaputra, 2022), (Sudiarso, 2022), (F. Saputra et al., 2023).
- 2) Leadership Style: (Mahaputra, 2021), (R. F. A. Saputra et al., 2021).

CONCLUSION

Based on the problem formulation, results and discussion above, the conclusions of this research are:

1. The influence of organizational culture on employee engagement in the automotive industry.
2. The effect of training on employee engagement in the automotive industry.
3. The effect of work stress on employee engagement in the automotive industry.
4. The influence of employee assessment on employee engagement in the automotive industry.
5. The influence of organizational culture on employee performance in the automotive industry.
6. The effect of training on employee performance in the automotive industry.
7. The effect of work stress on employee performance in the automotive industry.
8. The influence of employee assessment on employee performance in the automotive industry.
9. The influence of employee engagement on employee performance in the automotive industry.

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