

## Work Engagement as Mediator in Improving Organizational Performance in Marine Supplies Company

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### ABSTRACT

Employee engagement and performance are critical drivers of organizational success, yet many firms still rely heavily on extrinsic motivators such as compensation. This study investigates the effects of leadership, compensation, human resource management (HRM) practices, knowledge sharing, and organizational culture on organizational performance, with work engagement as a mediating variable. The research was conducted among 386 employees working in marine supply companies in Batam, Indonesia, using purposive sampling. Data were collected through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The analysis included convergent validity, reliability, and mediation testing through a bootstrapping procedure of 5,000 subsamples. Results indicate that leadership, HRM practices, knowledge sharing, and organizational culture have significant positive effects on work engagement and organizational performance, while compensation shows no significant influence. The findings support Herzberg's Motivation-Hygiene Theory and Social Exchange Theory, emphasizing that intrinsic motivators and positive workplace relationships play a more substantial role in enhancing engagement and performance than financial rewards. The study offers both theoretical and practical implications for improving employee engagement and fostering sustainable organizational growth.

Keywords: Compensation, HRM Practices, Knowledge Sharing, Leadership, Organizational Culture.



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### INTRODUCTION

Retaining talented employees is a critical challenge for modern organizations, particularly in dynamic and competitive environments. Investing in leadership development, fair compensation, effective HRM practices, knowledge sharing, and a positive organizational culture can significantly enhance employee engagement and retention rates (Elrayah & Semlali, 2023). Gallup, (2022) found that highly engaged business units report 81% lower absenteeism and 14%

higher productivity, as well as significantly lower turnover rates—18% in high-turnover firms and 43% in low-turnover ones. These findings emphasize that employee engagement plays a crucial role in determining organizational outcomes. Therefore, this study aims to explore how leadership, compensation, HRM practices, knowledge sharing, and organizational culture collectively influence organizational performance through work engagement, offering insights for strengthening employee satisfaction and long-term organizational success.

Theoretically, this research is grounded in the Job Demands–Resources (JD-R) Model and Social Exchange Theory (SET). The JD-R Model explains how organizational resources such as leadership support, fair compensation, and a strong culture act as motivating resources that enhance work engagement, which in turn improves performance (Bakker & Demerouti, 2007). Meanwhile, SET emphasizes that when employees perceive fair treatment and organizational support, they reciprocate through higher engagement and contribution. Integrating these theories allows a deeper understanding of how organizational resources translate into improved performance through employee engagement as a mediating mechanism (Davlembayeva & Alamanos, 2009).

Previous studies have shown that leadership, HRM practices, knowledge sharing, and organizational culture can increase work engagement and performance (Razak et al., 2018; Ichsan et al., 2021; Juan et al., 2018; Sabuhari et al., 2020). However, most research has examined these factors individually, not simultaneously in a comprehensive model. Moreover, the role of compensation in predicting work engagement and performance remains inconclusive, as some studies suggest it has limited or insignificant effects in certain contexts (e.g., service industries and collectivist cultures). This inconsistency highlights a research gap concerning how compensation interacts with other organizational factors to influence engagement and performance.

Moreover, Shafiu *et al.*, (2019) states that creating a positive work culture is essential for effective leadership, promoting values such as cooperation and innovation, which enhance employee satisfaction and productivity. Arbab and Abaker, (2018) and Riana *et al.*, (2020) point out that HRM practices tailored to employee needs, including relevant training and skill development, are crucial for boosting motivation and work quality. Anwar and Abdullah, (2021) note that HRM practices focused on empowerment and recognition can foster loyalty and improve talent retention.

Researchers demonstrate that knowledge sharing is a key factor in increasing work engagement by expanding employee knowledge and fostering a collaborative environment (Juan *et al.*, 2018; Pakpahan & Sambung, 2022). Imran *et al.*, (2022) and Sabuhari et al., (2020) further highlight that a supportive organizational culture, which encourages collaboration and recognizes achievements, is vital for enhancing work engagement.

This study introduces several novel contributions. First, it provides an integrative model linking leadership, compensation, HRM practices, knowledge sharing, and organizational culture to organizational performance through work engagement. Second, it offers empirical evidence from marine supply companies in Batam City—a sector and region that remain underexplored in existing literature. Third, the study employs SmartPLS-based SEM analysis, incorporating validity, reliability, and mediation testing to ensure robust statistical evaluation. The findings are expected to enrich both theoretical and practical understanding of how organizational resources drive employee engagement and performance, particularly within developing-country business contexts.

### **Leadership (L) and Work Engagement (WE)**

According to the Job Demands–Resources (JD-R) Model, leadership acts as a crucial organizational resource that influences employees' psychological states, motivation, and engagement levels. Employee job engagement, defined by vigor, dedication, and absorption, is strongly correlated with positive leadership (Gutu *et al.*, 2022). Supportive and transformational

leaders foster an atmosphere that motivates team members to be more involved. Through clear communication, acknowledgment of effort, empowerment, and growth opportunities, effective leaders enhance employees' sense of purpose and enthusiasm for their work. Thus, leadership styles significantly impact employees' emotional investment and willingness to contribute to organizational goals (Sentoso & Muchsinati, 2024; Abun *et al.*, 2020; Adnan *et al.*, 2020; Torku and Dai, 2020; Aliazas *et al.*, 2023; Gustiah and Nurhayati, 2022). Based on the light information presented above, the first hypothesis that will be tested in this study is as follows:

H1: Leadership has a significant positive effect on work engagement.

### **Compensation (C) and Work Engagement (WE)**

In line with Social Exchange Theory (SET), fair and equitable compensation represents a form of organizational reciprocity that strengthens employees' emotional attachment to their work. Compensation—both monetary and non-monetary—affects engagement by influencing motivation, perceived fairness, and overall job satisfaction (Kulikowski and Sedlak, 2020). Employees who feel their compensation reflects their contributions are more likely to feel valued and motivated, resulting in higher engagement. Thus, competitive compensation policies enhance employee loyalty and foster stronger emotional bonds with the organization (Donal Mon *et al.*, 2024; Pranitasari *et al.*, 2019; Johnson, 2020; Sahid & Abadi, 2023; Robianto *et al.*, 2020; Salsabila & Lo, 2023). The second hypothesis that will be tested in this study is as follows:

H2: Compensation has a significant positive effect on work engagement.

### **HRM Practices (HRM) and Work Engagement (WE)**

HRM practices serve as key organizational resources that enhance employee engagement by addressing both extrinsic and intrinsic needs (JD-R Model). Effective HRM strategies—such as career development, training, and fair performance evaluation—create an environment of trust and appreciation (Urbini *et al.*, 2021). HRM Practices create an atmosphere that fosters employee growth, motivation, and well-being, human resource management (HRM) practices have a significant impact on job engagement. Good HRM procedures, such career advancement possibilities, training and development, performance review systems, and equitable hiring procedures, make workers feel appreciated, supported, and in line with the objectives of the company. Continuous training, for instance, promotes skill development, increasing workers' competence and self-assurance in their positions, which can increase engagement. Similarly, transparent performance evaluations and fair promotions build trust, reinforcing employees' emotional commitment. When employees perceive these practices as fair and empowering, they develop higher motivation and commitment (Gaur & Kaur, 2024; Parabakaran & Lasi, 2021; Singh & Pandey, 2021; Soomro *et al.*, 2021; Kristanto & Nelson, 2023). The third hypothesis that will be tested in this study is as follows:

H3: HRM practices has a significant positive effect on work engagement.

### **Knowledge Sharing (KS) and Work Engagement (WE)**

Knowledge sharing acts as both a social and cognitive resource within organizations. Through the lens of JD-R and SET, it enhances engagement by fostering trust, collaboration, and mutual learning (Juan *et al.*, 2018). By creating a collaborative atmosphere where workers feel connected, empowered, and supported in their responsibilities, knowledge sharing has a good effect on work engagement. Free information exchange between groups and individuals fosters learning, creativity, and problem-solving, enabling workers to carry out their duties with assurance and direction. Because they feel like they are a member of a team working toward shared objectives, employees also develop a sense of community and belonging as a result of this free sharing of information. Furthermore, sharing information makes people feel appreciated for their efforts and experience, which increases their involvement. When employees exchange knowledge freely, they feel empowered, valued, and part of a community striving toward common goals, thereby strengthening their engagement levels (Al-Jabri, 2020; Bi & Verma, 2023; Khan *et al.*, 2022; Kusumiarsono *et al.*, 2022; Tamsah *et al.*, 2020; Setyawan, 2021). The fourth hypothesis that will be tested in this study is as follows:

H4: Knowledge sharing has a significant positive effect on work engagement.

#### **Organizational Culture (OC) and Work Engagement (WE)**

A positive organizational culture represents a shared system of values that functions as an intangible resource enhancing motivation and engagement (JD-R perspective). A culture promoting trust, respect, and collaboration increases employees' sense of belonging and alignment with organizational goals (Alias *et al.*, 2022). Organizational culture, which sets the standards, beliefs, and practices that affect employees' attitudes and experiences at work, has a significant impact on job engagement. By helping workers feel appreciated and in line with the organization's vision, a good culture that values trust, respect, open communication, and a common goal may increase employee engagement. For instance, people are more likely to actively participate and emotionally invest in their job in cultures that place a high priority on employee well-being, inclusion, and appreciation. Consequently, employees are more likely to exhibit enthusiasm, creativity, and dedication (Afkar & Sayekti, 2020; Aulia *et al.*, 2021; Hidayat *et al.*, 2020; Karnela *et al.*, 2022; Rodionova & Dominiak, 2020). The fifth hypothesis that will be tested in this study is as follows:

H5: Organizational culture has a significant positive effect on work engagement.

#### **Work Engagement (WE) and Organizational Performance (OP)**

From a JD-R viewpoint, engaged employees transform psychological resources into improved performance outcomes. Employees who are energetic, dedicated, and absorbed tend to show greater initiative and focus, resulting in higher organizational productivity and effectiveness (Rizki, 2021). Engaged people are more likely to be motivated, productive, and dedicated to their jobs, which directly leads to improved organizational results, work engagement and organizational performance are strongly related. In order to guarantee quality and efficiency in their work, engaged workers frequently exhibit greater attention, initiative, and go above and beyond the call of duty. This degree of dedication may result in increased productivity, decreased attrition, and better customer satisfaction, all of which boost organizational success. Furthermore, motivated staff members are more likely to support the objectives of the company and work well together, which generates a positive feedback loop that encourages innovation and ongoing development. Engaged workers contribute to innovation, teamwork, and customer satisfaction, which enhance long-term organizational success (Noercahyo *et al.*, 2021; Hadi and Hanif, 2022; Gede and Huluka, 2024; Mansor *et al.*, 2021; Hendrik *et al.*, 2021). The sixth hypothesis that will be tested in this study is as follows:

H6: Work engagement has a significant positive effect on organizational performance.

#### **Leadership (L), Work Engagement (WE), and Organizational Performance (OP)**

Leadership strengthens organizational performance indirectly through work engagement. Consistent with SET, supportive leaders create a climate of trust and reciprocity, prompting employees to respond with greater engagement and productivity (Marshoudi *et al.*, 2023). Organizational performance, work engagement, and leadership are all interconnected; good leadership promotes work engagement, which in turn improves organizational performance. Encouragement, openness, and support from leaders foster an atmosphere where workers feel inspired to give their all. Employee engagement boosts output, creativity, and dedication to the organization's objectives, all of which enhance performance metrics including profitability, quality, and productivity. By addressing the psychological demands of workers for trust, advancement, and recognition, great leadership essentially creates an engaged workforce, which is more likely to do excellent work. Employee engagement, in turn, enhances output, innovation, and overall performance (Triyanto *et al.*, 2021; Torku & Dai, 2020b; Mirda, 2022; Desta & Mulie, 2024; Yusnita & Kamaludin, 2022). The seventh hypothesis that will be tested in this study is as follows:

H7: Leadership has a significant positive effect on organizational performance through work engagement.

### **Compensation (C), Work Engagement (WE), and Organizational Performance (OP)**

According to SET, fair compensation encourages reciprocal behaviors such as increased engagement and productivity (Susila, 2023). Competitive and equitable pay may increase employee engagement, which in turn promotes organizational success, work engagement, compensation, and organizational performance are closely connected. Employee engagement at work rises when they believe their pay reflects their efforts, abilities, and industry norms. The reason for this is that they are more likely to feel motivated and valuable. Employee engagement increases productivity, quality, and customer happiness because engaged workers are more likely to be dedicated, effective, and in line with business objectives. In addition to lowering turnover costs, fair pay policies aid in employee retention, creating a skilled, dependable staff that fosters long-term success. Employees who perceive their compensation as fair are more likely to invest effort and remain committed, which positively influences performance outcomes (Febiola *et al.*, 2024; Arianti *et al.*, 2022; Aziez, 2022; Hanjani *et al.*, 2023; Ardiansyah & Budiono, 2022). The eighth hypothesis that will be tested in this study is as follows:

H8: Compensation has a significant positive effect on organizational performance through work engagement.

### **HRM Practices (HRM), Work Engagement (WE), and Organizational Performance (OP)**

HRM practices promote engagement and performance by equipping employees with necessary resources, skills, and recognition (S. Ahmed, 2022). Work engagement, HRM practices, and organizational performance are all intertwined. Effective implementation of human resource procedures, such as training, equitable hiring, performance reviews, and career advancement, raises the possibility that employees will have a sense of worth, encouragement, and support in their positions. Feeling supported and given the chance to completely connect with their work increases employee engagement, attention, and dedication to the company's goals. Better organizational performance results, such increased productivity, better quality, and happier customers, are the result of this involvement. Employees who feel supported through fair recruitment, training, and appraisal systems develop stronger engagement, which leads to improved performance (Alharbi *et al.*, 2022; Zamzam *et al.*, 2023; Tensay & Singh, 2020; Khurana, 2017; Pitaloka & Putri, 2021; Amir *et al.*, 2022). The ninth hypothesis that will be tested in this study is as follows:

H9: HRM practices have a significant positive effect on organizational performance through work engagement.

### **Knowledge Sharing (KS), Work Engagement (WE), and Organizational Performance (OP)**

Knowledge sharing contributes to performance through engagement by facilitating collaboration and innovation (Putri, 2018). Employee engagement increases the likelihood that they will be creative and productive, which will help the business reach its objectives. Enhanced engagement translates into greater organizational performance because motivated workers are more likely to go above and beyond in their job, producing higher-quality outputs, better customer service, and overall enhanced efficiency. Employees who share information feel empowered and valued, leading to stronger engagement and higher productivity (Ahmed *et al.*, 2020; Carda *et al.*, 2023; Latupapua *et al.*, 2023; Sri & Putri, 2023; Supanto, 2023). The tenth hypothesis that will be tested in this study is as follows:

H10: Knowledge sharing has a significant positive effect on organizational performance through work engagement.

### **Organizational Culture (OC), Work Engagement (WE), and Organizational Performance (OP)**

A strong culture provides emotional and psychological resources that enhance motivation and engagement, thereby improving performance (Abdullahi *et al.*, 2021). Organizational performance, organizational culture, and work engagement are all strongly related. Employees feel appreciated and at peace when a firm has a strong, positive culture that fosters principles like respect, diversity, trust, and teamwork. Employee commitment to their work increases when they

identify with the company's values and culture (Febiola *et al.*, 2024). More desire, passion, and excitement are fostered by participation, and these factors all increase creativity and productivity. Because engaged employees are more likely to take responsibility of their job, get involved in team initiatives, and seek for excellence, employee engagement impacts organizational performance. Employees who identify with organizational values demonstrate greater enthusiasm, creativity, and accountability, leading to superior outcomes (Hasan *et al.*, 2020; Rohman *et al.*, 2021; Puspita *et al.*, 2020; Mirji *et al.*, 2023; Triyanto *et al.*, 2021). The eleventh hypothesis that will be tested in this study is as follows:

H11: Organizational culture has a significant positive effect on organizational performance through work engagement.

## METHODS

The research in this article focused on active employees currently working in marine supply companies based in Batam, with data collection taking place during the study period from December 2023 to April 2024. The research design was quantitative, employing a structured survey questionnaire based on a conceptual model, which included constructs such as Leadership (L), Compensation (C), HRM Practices (HRM), Knowledge Sharing (KS), Organizational Culture (OC), Work Engagement (WE), and Organizational Performance (OP). Each construct was measured using two indicators derived from relevant previous studies.

### Sampling Technique and Sample Size Determination

The sampling method used in this study was purposive sampling, a non-probability sampling technique chosen to ensure that the respondents met specific criteria aligned with the research objectives—namely, employees who have worked for at least one year and are directly involved in operational or administrative activities within the organization.

The number of samples was determined with reference to Hair *et al.*, (2017), who suggest that the minimum sample size should be at least ten times the largest number of structural paths directed at any construct in the model, or ten respondents per indicator item. Although this guideline is generally applied in random sampling contexts, it can also serve as a rule of thumb for determining the adequacy of sample size in PLS-SEM analyses, including studies using purposive sampling. With a total of 37 questions in the questionnaire, the minimum required sample size was 370. To account for potential non-response, 450 questionnaires were distributed, and 386 valid responses were collected.

The measurement scale used was a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), allowing respondents to stay neutral by selecting the “neither agree nor disagree” option.

### Data Analysis Technique

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. This approach was selected for its ability to handle complex models and smaller sample sizes while providing robust estimation of both measurement and structural models. The study utilized cross-sectional data to validate the theoretical framework, testing the total, direct, and indirect effects of the constructs—particularly focusing on the mediating role of work engagement in the relationship between leadership, compensation, HRM practices, knowledge sharing, organizational culture, and organizational performance.

### Data Testing Stages

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) following Hair *et al.*, (2017) and Sarstedt *et al.*, (2022). The testing process included measurement model evaluation and hypothesis testing through bootstrapping.

### Measurement Model (Outer Model)

Convergent validity was confirmed as all constructs had Average Variance Extracted (AVE) values above 0.50: Leadership (0.578), Compensation (0.623), HRM Practices (0.635), Knowledge Sharing (0.545), Organizational Culture (0.655), Work Engagement (0.595), and Organizational Performance (0.643). Although some item loadings were slightly above 0.60, they remained acceptable for exploratory research. Reliability was also adequate, with Composite Reliability (CR) values exceeding 0.70 for all constructs, indicating internal consistency.

### Structural Model and Mediation Testing

Bootstrapping with 5,000 subsamples was used to test hypotheses. Leadership ( $t = 4.877$ ;  $p = 0.000$ ), HRM Practices ( $t = 5.377$ ;  $p = 0.000$ ), Knowledge Sharing ( $t = 3.285$ ;  $p = 0.001$ ), and Organizational Culture ( $t = 2.544$ ;  $p = 0.011$ ) had significant effects on Work Engagement, while Compensation ( $t = 0.448$ ;  $p = 0.655$ ) did not. Work Engagement significantly affected Organizational Performance ( $t = 6.334$ ;  $p = 0.000$ ).

Mediation testing showed that Work Engagement mediated the effects of Leadership, HRM Practices, Knowledge Sharing, and Organizational Culture on Organizational Performance, but not Compensation. This confirms partial mediation for most relationships in the model.

## RESULTS AND DISCUSSION

Table 1 presents the convergent validity, indicator reliability, and construct reliability and validity. The reliability test results, as shown in Table 1, demonstrate that all the constructs meet the validity and reliability criteria. The researcher found that the loadings ranged above 0.6, with the highest values recorded for each indicator. Cronbach's Alpha was used to assess internal consistency, while composite reliability (CR) values exceeded the recommended threshold of 0.7. These findings confirm the validity and reliability of the constructs, indicating that the CR criterion has been met. Composite reliability can be used as an alternative to Cronbach's Alpha, and while the CR values tend to be higher, the difference is not substantial.

The convergent validity was assessed by calculating the average variance extracted (AVE), and the results are also presented in Table 1. All constructs achieved an AVE greater than 0.5, which is considered acceptable, confirming that the constructs have adequate convergent validity. The values indicate that convergent validity has been established across all variables measured in this study.

**Table 1.** Correlations, Measures of Reliability, and Validity

| Constructs                 | Indicator | Loadings | CR   | AVE  | Conclusion       |
|----------------------------|-----------|----------|------|------|------------------|
| Leadership                 | L1        | .867     | .728 | .578 | Valid & Reliable |
|                            | L3        | .635     |      |      |                  |
| Compensation               | C3        | .867     | .766 | .623 | Valid & Reliable |
|                            | C4        | .704     |      |      |                  |
| HRM Practices              | HR1       | .864     | .776 | .635 | Valid & Reliable |
|                            | HR3       | .725     |      |      |                  |
| Knowledge Sharing          | KS3       | .613     | .700 | .545 | Valid & Reliable |
|                            | KS4       | .846     |      |      |                  |
| Organizational Culture     | OC1       | .944     | .786 | .655 | Valid & Reliable |
|                            | OC3       | .648     |      |      |                  |
| Work Engagement            | WE1       | .897     | .739 | .595 | Valid & Reliable |
|                            | WE3       | .620     |      |      |                  |
| Organizational Performance | OP1       | .911     | .779 | .643 | Valid & Reliable |
|                            | OP3       | .675     |      |      |                  |

Source: Data Processed (2024)

Table 2 presents the direct research hypothesis results. The results reveal significant positive effects of leadership, HRM practices, knowledge sharing, and organizational culture on work engagement, with t-values exceeding 2.0 and p-values below 0.05. However, compensation does not show a significant effect on work engagement, with a t-value of 0.448 and a p-value of 0.655, indicating a lack of support for this hypothesis. This suggests that while leadership, HRM practices, knowledge sharing, and cultural factors enhance engagement, compensation alone may not have a strong direct impact on how engaged employees are with their work.

**Table 2.** Direct Research Hypothesis

| Hypothesis                                   |    | T Statistics (STDEV) | P Values | Results     |
|----------------------------------------------|----|----------------------|----------|-------------|
| Leadership → Work Engagement                 | H1 | 4.877                | 0.000    | Supported   |
| Compensation → Work Engagement               | H2 | 0.448                | 0.655    | Unsupported |
| HRM Practices → Work Engagement              | H3 | 5.377                | 0.000    | Supported   |
| Knowledge Sharing → Work Engagement          | H4 | 3.285                | 0.001    | Supported   |
| Organizational Culture → Work Engagement     | H5 | 2.544                | 0.011    | Supported   |
| Work Engagement → Organizational Performance | H6 | 6.334                | 0.000    | Supported   |

Source: Data Processed (2024)

The indirect relationships are examined in Table 3. The mediation analysis shows that leadership, HRM practices, knowledge sharing, and organizational culture have significant indirect effects on organizational performance through work engagement. The results highlight the importance of work engagement as a mediator, as shown by the significant t-values and low p-values. On the other hand, compensation does not significantly affect organizational performance through work engagement, as indicated by the non-significant p-value of 0.669.

**Table 3.** Indirect Research Hypothesis

| Hypothesis                                                                  |     | T Statistics<br>(STDEV) | P Values | Results     |
|-----------------------------------------------------------------------------|-----|-------------------------|----------|-------------|
| Leadership → Work<br>Engagement → Organizational<br>Performance             | H7  | 3.553                   | 0.000    | Supported   |
| Compensation → Work<br>Engagement → Organizational<br>Performance           | H8  | 0.427                   | 0.669    | Unsupported |
| HRM Practices → Work<br>Engagement → Organizational<br>Performance          | H9  | 4.092                   | 0.000    | Supported   |
| Knowledge Sharing → Work<br>Engagement → Organizational<br>Performance      | H10 | 3.115                   | 0.002    | Supported   |
| Organizational Culture →<br>Work Engagement →<br>Organizational Performance | H11 | 2.000                   | 0.046    | Supported   |

Source: Data Processed (2024)

The findings align closely with Herzberg's Motivation-Hygiene Theory, which explains that compensation serves as a hygiene factor—it prevents dissatisfaction but does not necessarily drive motivation or engagement. While fair compensation is essential to meet employees' basic needs, it is often viewed as an entitlement rather than a true motivator (Teck-Hong & Waheed, 2011). Once employees perceive their pay as adequate, their engagement depends more on intrinsic motivators such as leadership quality, HRM practices, knowledge sharing, and a supportive culture.

The strong positive effect of leadership on work engagement and performance supports transformational leadership theory, where leaders inspire and empower employees to achieve organizational goals. Similarly, HRM practices—such as training, career development, and recognition—directly enhance employees' sense of value and belonging, thus increasing engagement. Knowledge sharing promotes a learning culture and collaboration, which fosters psychological safety and engagement. Meanwhile, a positive organizational culture strengthens shared values and trust, which encourages employees to contribute meaningfully and perform better.

These results suggest that emotional and social aspects of work—such as communication, trust, and participation—play a more dominant role in driving engagement and performance compared to material incentives alone.

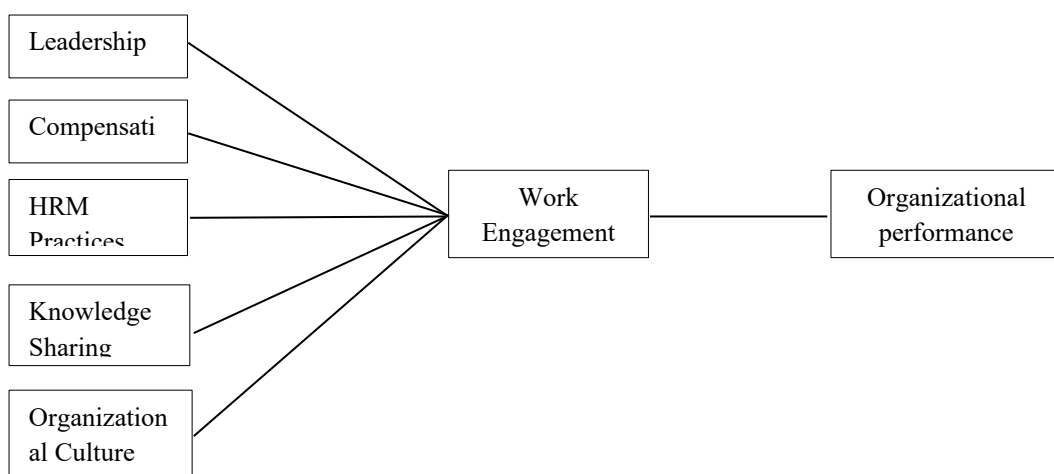
The outer loadings of the measurement model demonstrate the strength of the relationships between each latent variable and its indicators. As shown in Table 1, for leadership, the loadings for L1 and L3 are 0.867 and 0.635, respectively, indicating that L1 is a more reliable indicator of

leadership. In the case of compensation, C3 and C4 have outer loadings of 0.867 and 0.704, suggesting that both indicators contribute significantly to the measurement of this variable. HRM practices exhibit similar reliability, with loadings of 0.864 (HR1) and 0.725 (HR3). For knowledge sharing, the loadings are 0.613 for KS3 and 0.846 for KS4, while organizational culture shows strong outer loadings of 0.944 (OC1) and 0.648 (OC3).

In terms of work engagement, the loadings of 0.897 (WE1) and 0.620 (WE3) reflect that both indicators capture this construct well, with WE1 providing a more robust reflection. Lastly, for organizational performance, OP1 and OP3 have loadings of 0.911 and 0.675, respectively. These findings confirm the adequacy of all measurement items, and the visual representation in Figure 2 provides additional clarity by illustrating the relationships between the constructs and their corresponding indicators.

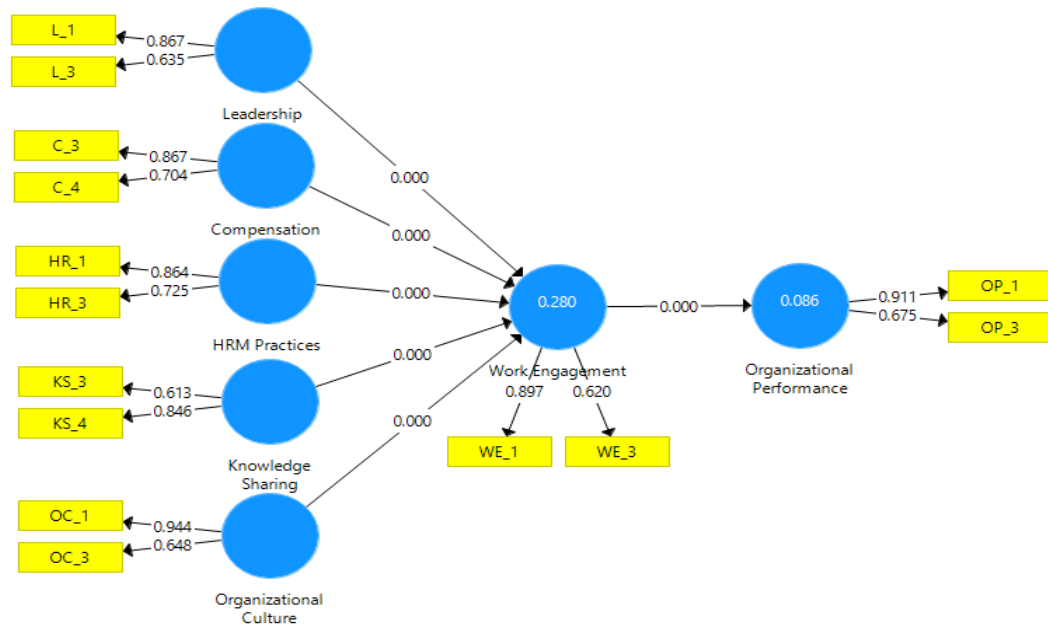
Theoretically, this study contributes to Herzberg's theory by providing empirical evidence that intrinsic motivators such as leadership, HRM practices, knowledge sharing, and culture have a stronger influence on engagement and performance than extrinsic motivators like compensation. It also strengthens the Social Exchange Theory, as the findings highlight that employees reciprocate positive organizational treatment—such as supportive leadership and opportunities to share knowledge—with higher engagement and performance. Furthermore, the mediating role of work engagement confirms its central position in linking organizational practices to outcomes, contributing to ongoing discourse in organizational behavior and HRM research.

From a practical perspective, companies—especially those in the marine supply sector—should focus on leadership development, fair HRM practices, and fostering a knowledge-sharing culture to enhance engagement and performance. Managers should encourage communication, teamwork, and recognition programs, as these drive intrinsic motivation. Although compensation remains important for retention, it should be complemented with non-monetary strategies such as meaningful work, supportive supervision, and growth opportunities. These approaches will help organizations create a more motivated, engaged, and high-performing workforce.



**Figure 1. Empirical Research Method**

Source: Data Processed (2024)



**Figure 2. The Result of Full Model Analysis**

Source: Data Processed (2024)

## CONCLUSION

This study explored the relationship between leadership, compensation, HRM practices, knowledge sharing, organizational culture, work engagement, and organizational performance in organizations located in Batam. The findings revealed significant positive relationships between leadership, HRM practices, knowledge sharing, and organizational culture on work engagement and, subsequently, on organizational performance. However, compensation did not significantly influence organizational performance, either directly or through work engagement. The results highlight that organizational performance is highly dependent on factors that motivate and engage employees, especially leadership, HRM practices, and a supportive organizational culture.

Leadership was found to play a pivotal role in enhancing employee engagement, as leaders who provide clear direction, support, and create a positive work culture foster greater dedication and commitment. HRM practices, particularly those that focus on employee training, empowerment, and recognition, also emerged as crucial contributors to higher levels of work engagement and improved performance. Knowledge sharing and organizational culture further reinforced these effects by promoting collaboration and innovation, which, in turn, enhanced employee satisfaction and organizational success. On the other hand, while compensation remains important in attracting and retaining employees, its impact on work engagement and performance was not as pronounced as expected. This suggests that factors such as fair leadership, positive culture, and HRM practices may have a more substantial influence on employee engagement than compensation alone.

Organizations should focus on developing leaders who are not only competent in their roles but also empathetic, supportive, and capable of creating a positive work environment. Leadership training programs should emphasize skills such as communication, emotional intelligence, and conflict resolution to enhance engagement. Additionally, human resource management practices should be tailored to address employee needs, including providing opportunities for skill

development, recognition programs, and initiatives that foster a sense of empowerment. HR should work closely with leadership to create an environment that promotes employee growth and satisfaction.

Encouraging knowledge sharing among employees is crucial for improving engagement and performance. Organizations should implement systems and structures that facilitate collaboration, such as team-based projects, knowledge-sharing platforms, and workshops. A supportive and collaborative culture that aligns with the values of innovation, recognition, and cooperation is key to sustaining high levels of work engagement. Companies should continuously assess and evolve their cultural practices to ensure they resonate with employee expectations and organizational goals.

Although compensation was not a significant driver of performance in this study, organizations should not overlook the importance of fair and competitive pay. It may be useful to combine monetary rewards with other non-financial incentives such as career development opportunities, recognition programs, and flexible work arrangements to maintain employee satisfaction and loyalty. By adopting these strategies, organizations can improve work engagement, which in turn, will lead to enhanced organizational performance and overall success. Future research may further investigate the role of compensation in varying industries or under different economic conditions to better understand its nuanced effects on performance and engagement.

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