

## The Influence of Proactive Work Behaviour, Organizational Climate, and Employee Engagement on Employee Performance at PT Sucofindo Surabaya Branch

Muhammad Nur Salim<sup>1</sup>, Ika Korika Swasti<sup>2\*</sup>

Universitas Pembangunan Nasional "Veteran" Jawa Timur, Indonesia

**Corresponding Author:** Ika Korika Swasti [ikaks.ma@upnjatim.ac.id](mailto:ikaks.ma@upnjatim.ac.id)

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### ABSTRACT

Companies in competing in the era of globalization certainly must have qualified and competent human resources, therefore this study seeks to understand how proactive work behavior, organizational climate, and employee engagement impact employee performance at PT Sucofindo's Surabaya Branch. This study employs a quantitative approach, measuring variables through the use of a Likert scale. The sampling was carried out using a non-probability method with a purposive sampling approach, yielding a sample of 92 respondents. A Partial Least Squares (PLS) approach was used to evaluate validity, reliability, the structural model, and to test the hypotheses. The research findings indicate that proactive work behavior, organizational climate, and employee engagement each have a contribute and significant impact on employee performance at PT Sucofindo Surabaya Branch.

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## INTRODUCTION

The current era of globalization profoundly affects business development, as demonstrated by the growing intensity of competition in the business landscape. The competition grows more intense, driving companies to continuously innovate to win the competition. Every company is essentially composed of various components working together to achieve a common goal, with one of its most important components being human resources (HR), which is considered crucial to filling every line of activity that the company will undertake. Human resources are the people who create and deliver goods or services, ensure quality, market products, handle financial resources, and develop organizational strategies and objectives (Samsudin in Wahyuni et al., 2022).

A fundamental challenge faced by many companies or organizations is how to acquire human resources that can deliver performance aligned with organizational expectations to achieve established goals and objectives. According to Mangkunegara in (Arie, 2024), performance is defined as the level of achievement or work results obtained by an individual in the context of their job. Therefore, in this research, the company in question that consistently pays attention to its employees' performance is PT Sucofindo.

Sucofindo (Superintending Company of Indonesia) is a state-owned enterprise engaged in inspection, testing, certification, and consulting services. The company possesses a vast network of branch offices and laboratories strategically located across Indonesia, bolstered by a team of highly skilled professionals and state-of-the-art technology.

Based on data obtained from the company, PT Sucofindo Surabaya Branch, there has been a fluctuation in the company's target realization from 2020 to 2023. In that year, the company experienced a significant decline in the realization of its agreed-upon targets, resulting in a loss. Furthermore, based on data obtained from the company, the individual performance of PT Sucofindo Surabaya Branch employees in 2023 largely contributed to their work at an average level. This indicates that there are constraints on the productivity performance of PT Sucofindo Surabaya Branch employees. Furthermore, based on interviews conducted by the researcher with a representative from the Business Support HR Department, it was acknowledged that there are issues with employee performance, as evidenced by frequent employee tardiness and absenteeism, as well as a lack of active response and involvement in work or problems faced by employees of PT. Sucofindo Surabaya Branch. Therefore, it is expected that the company can improve its employee performance by paying attention to the three aspects used in this research, namely proactive work behaviour, organizational climate, and employee engagement.

Caesens et al., as referenced in (Nabila & Ratnawati, 2020), define proactive work behaviour as a construct rooted in employees' active endeavors and a future-oriented perspective. Proactive work behaviour entails employees exhibiting an active stance in their job duties, characterized by a willingness to voice opinions, offer suggestions, and take prompt action to address challenges. Therefore, with proactive work behaviour, employee performance can be

improved and achieve higher career success (Crant in Kustini et al., 2020). However, the results of a pre-survey questionnaire conducted with 10 respondents reveal that employees at PT. Sucofindo Surabaya Branch exhibit a lack of initiative and are less proactive in completing their assigned tasks. Additionally, some employees are inadequately prepared to handle problems, as indicated by the fact that several employees experience stress when faced with obstacles in their work.

Creating a positive work environment will make employees feel like they are working to their maximum potential, resulting in satisfying results. It is hoped that this positive organizational climate can improve employee performance. According to Wirawan, as cited in (Noor & Puspaningtyas, 2023), organizational climate refers to the perception of both individual and collective members, as well as those who frequently interact with the organization, regarding the nature and events within the organization's internal environment. However, this is contrary to what is happening in the company. The organizational climate at PT Sucofindo Surabaya Branch is not running well, as evidenced by the decrease in employee attendance from 2021 to 2023 due to a large number of employees absenting themselves. If this continues, it can hinder the company's operational system.

According to Kruse in (Abadi, 2024), employee engagement is defined as the emotional bond an employee has with their organization and its goals. According to prior research, employee engagement can be examined from two different perspectives, both from the company's perspective and the employee's perspective. From the company's perspective, employee engagement includes employee loyalty and quality in completing their work, both individually and in groups. Meanwhile, from the employee's perspective, employee engagement can foster a sense of belonging to the company, enthusiasm, and maximum contribution to the company (Hutama in Panga & Nurnida, 2024). Moreover, based on the findings from a pre-survey questionnaire administered by the researcher to 10 respondents, it was revealed that some employees of PT. Sucofindo Surabaya Branch seemed to lack a high sense of loyalty in achieving company success. They merely completed the tasks assigned to them by their superiors without a strong commitment to achieving collective success.

According to Nabila & Ratnawati (2020) study, proactive work behavior and employee performance are positively correlated. However, this contrasts with the research by Kustini et al., (2020), which suggests that proactive work behavior does not significantly affect employee performance.

The study by Suntari (2023) found a significant relationship between organizational climate and employee performance. Conversely, Gunawan & Febrianti (2023) research indicated a non-significantly favorable correlation between organizational climate and employee performance.

According to research conducted by Panga & Nurnida (2024), the variable of employee engagement significantly impacts employee performance. However, in the research conducted by Ferdiawan et al., (2024), the variable of employee engagement does not significantly affect employee performance.

Therefore, this study was carried out to assess the impact of proactive work behavior, organizational climate, and employee engagement on employee performance at PT Sucofindo Surabaya Branch.

## **THEORETICAL REVIEW**

### ***Employee Performance***

Performance refers to the outcome of an employee's work, encompassing both the quality and quantity of results achieved by an individual in fulfilling their assigned responsibilities (Balalimbu et al., 2023). Hasibuan in (Uma & Swasti, 2024) states that performance is the result of work accomplished by an individual in executing assigned tasks, influenced by their abilities, experience, dedication, and time. Then, employee performance is defined as the ability of workers to complete a series of given tasks (Rosida & Swasti, 2022). Furthermore, employee performance is defined as the results of work produced by an individual or team within an organization. This performance contributes to the attainment of organizational objectives in a lawful and ethical manner (Pratama & Irbayuni, 2023).

According to Indrasari in (Diana & Frianto, 2021), employee performance is crucial for achieving organizational goals, as it reflects diligence and professionalism in fulfilling their duties and responsibilities. Therefore, improving employee performance allows companies to be more effective and efficient in achieving goals and providing good services to the community (Astami & Adiwati, 2022). Then, to achieve the desired benefits and goals of the company and employees, performance appraisal is needed. When evaluating a job, certain factors must be met. To achieve operational efficiency, human resources itself is a factor that influences the operational process of an organization (Rivaldio in Hariansyah et al., 2023). According to Joushan in (Santri et al., 2023) employee performance can be assessed through various indicators, including quality, quantity, timeliness, cost effectiveness, need for supervision, and interpersonal impact.

### ***Proactive Work Behavior***

Dynamic work environments frequently necessitate that employees not only adapt their behavior to handle changes but also take initiative and drive change through proactive actions (Grant et al., in Kustini et al., 2020). Caesens et al. (Nabila & Ratnawati, 2020) define proactive work behaviour as future-oriented actions or initiatives aimed at proactively addressing potential issues and driving positive change. Similarly, Rosadi et al. in (Mumpuni & Handayani, 2024) characterize proactive work behaviour as a proactive approach to changing the status quo, rather than merely reacting to existing conditions. Over the years, many studies have explored the link between proactive behaviors and favorable work outcomes, such as job performance and innovation (Otto et al., 2019). Frese in (Nabila & Ratnawati, 2020) proposes five indicators for measuring proactive work behavior: job initiative, overcoming obstacles, educational initiative, active problem-solving approach, and self-reported measures.

H1: It is suspected that Proactive Work Behaviour have a positive influence on Employee Performance at PT Sucofindo Surabaya Branch.

### *Organizational Climate*

Julindrastuti & Karyadi (2024) assert that cultivating an organizational climate conducive to enhanced employee performance and goal attainment is a complex endeavor. Organizational climate serves as a strategic tool for boosting employee productivity. Organizational climate is also defined as a characteristic of the work environment that can be directly felt by each employee and has the potential to influence and motivate their behaviour (Solecha et al., 2023). However, organizational climate is not merely created to increase efficiency but also to foster a humane environment within the organization (Hardjana in Alfariy, 2023). According to Litwin and Meyer (in Julindrastuti & Karyadi, 2024), there are six indicators of organizational climate: conformity, responsibility, standards, rewards, clarity, and team spirit.

H2: It is suspected that Organizational Climate have a positive influence on Employee Performance at PT Sucofindo Surabaya Branch.

### *Employee Engagement*

Employee engagement is an approach used in the workplace to create conditions that allow all employees to give their best performance every day, because performance is the result of the effort exerted by individuals in their work for the organization (Premos & Adriani, 2021). Macey & Schneider (in Hali, 2019) define employee engagement as an individual's level of understanding based on the organization's goals, encompassing enthusiasm, initiative, dedication, and perseverance in performing tasks to achieve the company's mission. In addition, Macey et al. (in Alifia & Iryanti, 2023) explain that employee engagement refers to the extent to which employees connect with their jobs, are actively engaged in their work, and possess the skills and resources needed to fulfill their responsibilities. Employee engagement is also defined as the involvement of the workforce characterized by a positive attitude, a sense of meaning, and high motivation from organizational members towards their work (Schaufeli & Bakke in Alfiyanto & Sukarno, 2023). According to Marciano (in Al Akbar & Sukarno, 2023), employee engagement is associated with a range of benefits such as increased productivity, profitability, efficiency, and customer satisfaction, as well as reduced turnover, absenteeism, fraud, workplace accidents, and employee grievances. Hali (in Diana & Frianto, 2021) identifies vigor, dedication, and absorption as key indicators of employee engagement.

H3: It is suspected that Employee Engagement have a positive influence on Employee Performance at PT Sucofindo Surabaya branch.

### Conceptual Framework

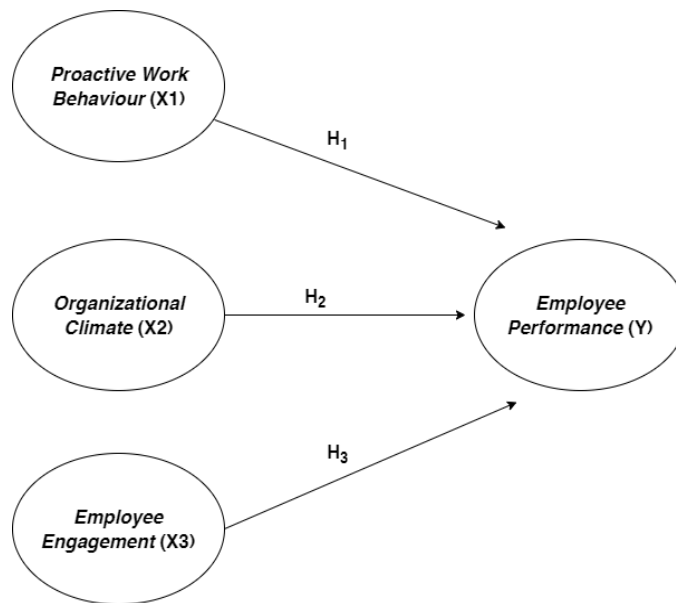


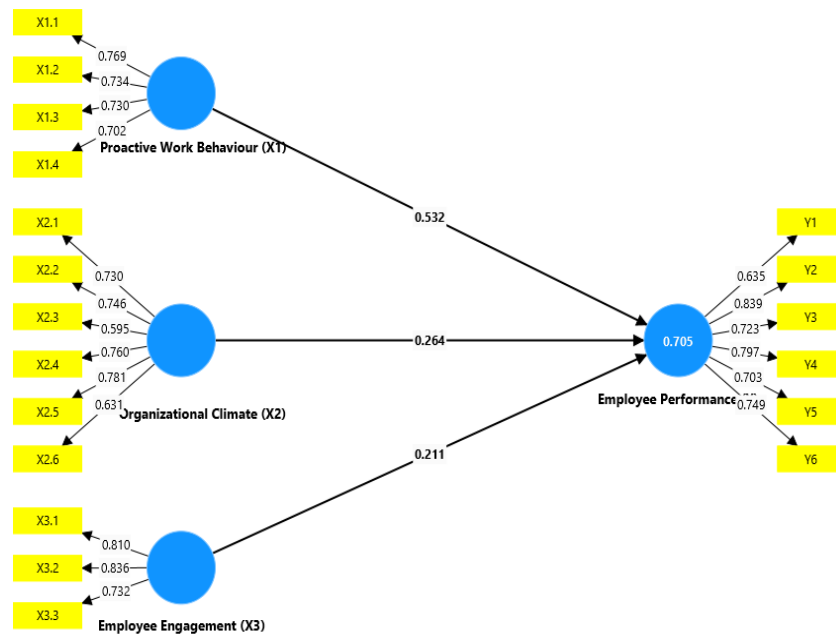
Figure 1. Conceptual Framework

### METHODOLOGY

This study uses a quantitative research design with a focus on causality. The research population comprises 120 employees working at PT Sucofindo Surabaya branch. Sampling was carried out using a non-probability technique, specifically purposive sampling. The Slovin formula was used to calculate the sample size for this study. The Slovin formula is a method to determine the minimum sample size required when the population size is known (Gendro Wiyono in Saputra et al., 2021). Therefore, the sample used in this study consists of 92 employees out of a population of 120. Variable measurement was carried out using a Likert scale with response options ranging from 1 to 5. Data analysis was performed using Partial Least Squares (PLS) structural equation modeling. The analysis steps included validity testing, reliability testing, structural model analysis, and hypothesis testing.

### RESULTS

Indicator validity is evaluated by examining the factor loading value between the variable and its indicator. Validity is deemed adequate if the factor loading value is greater than 0.5 or if the T-Statistic value exceeds 1.96. Factor loading represents the correlation between the indicator and the variable, and validity is considered met if the value exceeds 0.5. Likewise, if the T-Statistic value exceeds 1.96, it indicates that significance is achieved.



**Figure 2. Outer Model with Factor Loading, Path Coefficient, and R-Square**

According to the outer model, all reflective indicators for the variables of proactive work behavior (X1), organizational climate (X2), employee engagement (X3), and employee performance (Y) have factor loadings exceeding 0.5. Based on these results, it can be concluded that all reflective indicators meet the criteria for convergent validity, demonstrating good validity.

The next measurement involves using the Average Variance Extracted (AVE) value, which indicates the proportion of variance in the indicator explained by the latent variable. A latent variable is considered valid if the AVE value exceeds 0.5.

Table 1. Average Variance Extracted

	Average Variance Extracted (AVE)
Employee Engagement (X3)	0,630
Employee Performance (Y)	0,553
Organizational Climate (X2)	0,505
Proactive Work Behaviour (X1)	0,539

The AVE values for Proactive Work Behaviour (X1) was 0.539, Organizational Climate (X2) was 0.505, Employee Engagement (X3) was 0.630, and Employee Performance (Y) was 0.553. Given that all these variables have AVE values above 0.5, it can be concluded that the variables in this study exhibit good validity.

Table 2. Composite Reliability

	<b>Composite Reliability</b>
<b>Employee Engagement (X3)</b>	0,735
<b>Employee Performance (Y)</b>	0,845
<b>Organizational Climate (X2)</b>	0,813
<b>Proactive Work Behaviour (X1)</b>	0,717

The composite reliability test results reveal that Proactive Work Behaviour (X1) has a value of 0.717, Organizational Climate (X2) has a value of 0.813, Employee Engagement (X3) has a value of 0.735, and Employee Performance (Y) has a value of 0.845. All four variables have composite reliability values exceeding 0.70, it indicates that the variables in this study are reliable.

Table 3. Latent Variable Correlations

	<b>Employee Engagement (X3)</b>	<b>Employee Performance (Y)</b>	<b>Organizational Climate (X2)</b>	<b>Proactive Work Behaviour (X1)</b>
<b>Employee Engagement (X3)</b>	1,000	0,494	0,352	0,356
<b>Employee Performance (Y)</b>	0,494	1,000	0,694	0,784
<b>Organizational Climate (X2)</b>	0,352	0,694	1,000	0,667
<b>Proactive Work Behaviour (X1)</b>	0,356	0,784	0,667	1,000

From table above shows that the average correlation value between the variables indicates a moderate level of correlation. The highest correlation is found between Proactive Work Behaviour (X1) and Employee Performance (Y) at 0.784, suggesting that this relationship is more robust than the relationships between other variables in the research model.

Table 4. R-Square

	<b>R Square</b>
<b>Employee Performance (Y)</b>	0,705

The coefficient of determination ( $R^2$ ) for Employee Performance (Y) is 0.705, signifying that the model accounts for 70.5% of the total variance in Employee Performance. This implies that the independent variables Proactive Work Behaviour (X1), Organizational Climate (X2), and Employee Engagement (X3) collectively explain 70.5% of the variation in Employee Performance. The remaining 29.5% of the variance is attributable to factors not accounted for in the current model.

In addition to R-squared, the goodness-of-fit of the structural model can be assessed using the  $Q^2$  or Q-Square predictive relevance criterion. The

obtained  $Q^2$  value of 0.705 indicates that the proposed model exhibits excellent predictive relevance.

Table 5. Path Coefficient

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Proactive Work Behaviour (X1) -> Employee Performance (Y)	0,211	0,206	0,054	3,927	0,000
Organizational Climate (X2) -> Employee Performance (Y)	0,264	0,272	0,078	3,404	0,001
Employee Engagement (X3) -> Repurchase Intention (Y)	0,532	0,530	0,076	7,029	0,000

The table above provides evidence to support the conclusion that the hypothesis positing that:

Hypothesis 1: The hypothesis that proactive work behaviour has a positive influence on employee performance at PT Sucofindo Surabaya branch is accepted. This is supported by a path coefficient of 0.532, a t-statistic of 7.029 (which is greater than 1.96 at the 0.05 significance level), and a p-value of 0.000 (less than 0.05), indicating a significant positive relationship.

Hypothesis 2: The hypothesis that organizational climate has a positive influence on employee performance at PT Sucofindo Surabaya branch is accepted. This is supported by a path coefficient of 0.264, a t-statistic of 3.404 (which is greater than 1.96 at the 0.05 significance level), and a p-value of 0.001 (less than 0.05), indicating a significant positive relationship.

Hypothesis 3: The hypothesis that employee engagement has a positive influence on employee performance at PT Sucofindo Surabaya branch is accepted. This is supported by a path coefficient of 0.211, a t-statistic of 3.927 (which is greater than 1.96 at the 0.05 significance level), and a p-value of 0.000 (less than 0.05), indicating a significant positive relationship.

### *The Influence of Proactive Work Behaviour on Employee Performance*

The research findings indicate that proactive work behavior has a significant effect on employee performance at PT Sucofindo Surabaya Branch.

This indicates that a higher level of proactive work behavior within the company, the greater its influence on employee performance in contributing to PT Sucofindo Surabaya branch. Based on the data analysis, "initiative at work" had the highest impact on proactive work behaviour. This is evidenced by employees' active engagement in seeking clarification from their supervisors when assigned tasks. Furthermore, employees consistently demonstrate initiative by contributing to team projects even after completing their individual assignments. These findings align with the earlier research conducted by Nabila & Ratnawati (2020), which indicated a positive impact of proactive work behaviour on employee performance.

### ***The Influence of Organizational Climate on Employee Performance***

The research findings indicate that organizational climate has a significant effect on employee performance at PT Sucofindo Surabaya Branch. This indicates that a more positive organizational climate fosters a more comfortable work environment, enhancing employees' ability to perform their duties and contribute to the company. Based on the previously discussed data analysis, "clarity" had the highest impact on organizational climate. Clarity is characterized by effective communication between employees and supervisors at PT Sucofindo Surabaya Branch during the completion of projects or tasks. This effective communication fosters a comfortable, safe, and high-quality organizational climate, ultimately leading to improved employee performance for the company. These findings are consistent with the research by Guna et al. (2022), which indicated that organizational climate influences employee performance.

### ***The Influence of Employee Engagement on Employee Performance***

The research findings indicate that employee engagement has a significant effect on employee performance at PT Sucofindo Surabaya Branch. This indicates that a higher level of employee engagement within the company, the greater the employee performance in completing tasks assigned by PT Sucofindo Surabaya branch. According to the data analysis discussed earlier, "dedication" had the highest impact on employee engagement. Dedication is exemplified when employees strive to complete assigned tasks but are unable to do so within the stipulated timeframe. In such instances, employees of PT Sucofindo Surabaya Branch often experience unease and discomfort when attempting to engage in other activities. This is attributed to their strong sense of dedication to their commitments and responsibilities. These findings align with earlier research by Balalimbu et al. (2023), Diana & Frianto (2021), and Hali (2019), which demonstrated that employee engagement has a significant positive impact on employee performance.

## CONCLUSIONS AND RECOMMENDATIONS

According to the test results, it can be concluded that proactive work behaviour is able to drive and contribute to the improvement of employee performance at PT Sucofindo Surabaya Branch. This indicates that the better the proactive work behaviour implemented, the greater its impact on employee performance in enhancing the quality of employee work. Additionally, a positive organizational climate and high employee engagement at PT Sucofindo Surabaya Branch contribute to the improvement of employee performance. Provide some conclusions and the implementation of the research results. Suggestions for future researchers include delving into and developing other variables such as motivation or support systems (as providing direct motivation and support systems to employees can foster initiative within employees), business communication (as effective communication can support the creation of clarity in the organizational climate), compensation (as compensation can lead to a high level of dedication among employees), and work engagement, a fluctuating characteristic that varies across different organizations or companies, thus providing clearer directions for future researchers. For PT Sucofindo Surabaya Branch, it is hoped that they can enhance proactive work behaviour, as well as create a more comfortable organizational climate and employee engagement, thereby motivating employees to improve the quality of their performance.

## FUTURE STUDY

Future studies could analyze the role of effective business communication in shaping an organizational climate conducive to employee engagement. This can include examining how transparency, feedback mechanisms, and communication channels influence proactive behavior, organizational clarity, and overall performance.

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