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ANALISYS OF EMPLOYEE ENGAGEMENT ON PERFORMANCE MEDATED BY ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract: This research was conducted to improve performance productivity and service quality in companies. Analyzing and finding out about employee engagement and organizational citizenship behavior on performance is the aim of the research. Researchers used quantitative methods through observation and questionnaires with a population of 118 hotel employees. The sample used was random sampling with a total of 54 respondents. The data analysis technique uses the Structural Equation Model (SEM) to test the hypothesis. The research results show that Employee Engagement has a positive and significant effect on Employee Performance, Employee Engagement has a positive and significant effect on Organizational Citizenship Behavior, Employee Engagement has a significant effect on performance which is mediated by Organizational Citizenship Behavior. Managerial implications of employee continuity, employees who feel tend to have higher levels of productivity, contribute more and feel more satisfied with their work. Organizational citizenship behavior likes helping colleagues, actively participating and being responsible. Management should focus on developing and empowering employees so that they feel involved in work and the organization. This can be done through education or training to develop the knowledge each employee has to assist in implementing employee implementation and OCB.

Keywords: Employee Engagement, Performance, Organizational Citizenship Behavior

CITATION

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INTRODUCTION

Employer engagement is employee engagement with the company which is able to increase productivity and good service quality. Every employee must have this kind of behavior because it not only benefits themselves but their co-workers and the company. This company is a hotel that prioritizes customer service and satisfaction as well as comfort for co-workers. This 4 star hotel provides an opportunity to conduct research because you will get points of view from various aspects.

Employer engagement or employee attachment is an employee who feels tied to a job, this includes enthusiasm and enthusiasm in carrying out a given task. Employees will do their best for their company and feel better than other companies. Characteristics like this show that employee engagement has an effect on performance. Previous researchers also showed that employee engagement has an effect on performance (Hardianto et al., 2020; Sucahyowati et al., 2020). Organizational citizenship behavior is the attitude of employees who do positive things voluntarily and do not receive compensation. This behavior is a factor that can influence a person's performance. As previous research shows that OCB influences performance (Abrar, 2019; Azhar & Alfihamsyah, 2021; Irawan, 2023)

Employee Engagement and OCB have not run optimally, this can be seen from the opinions or guest reviews that have been quoted from Google reviews. It can be seen that employees who are not enthusiastic about work can have a negative impact on the company.

Table 1. Guest Ratings

| Ratings | Review | Department |
|---------|---|------------|
| 1/5 | Housekeeping service is very slow | H&K |
| 2/5 | Employees are not friendly at breakfast | F&B |

| | | |
|-----|--|----|
| 2/5 | Employees insist on asking for an assessment | FO |
| 3/5 | Employees tend to be indifferent | FO |

Research (Satyawati & Rahyuda, 2022) on organizational culture on OCB with employee engagement as mediation shows that the results are mutually influential. Research (Anjasmara & Gunarto, 2022a) also shows the positive influence of employee engagement on performance. From previous research, of course this research has the novelty of each variable by paying attention to each indicator. The aim of this research is to determine the effect of employee engagement and OCB on performance and the benefits for employees to improve better performance and as input to management.

LITERATURE REVIEW

Goal Setting Theory

Goal setting theory is the relationship between a person's performance and his or her goals for a job (Locke & Latham, 2006). This theory is an influential theory in HR management research (Neubert & Dyck, 2016). Goal setting theory is an employee who has a goal and is motivated to achieve it (Sumawardani, 2018). To date, goal setting theory has shown its majority in all individuals and organizations involving hundreds of studies (Locke & Latham, 2006).

This theory is adapted to the variables organizational citizenship behavior and employee engagement because it makes employees more focused and motivated to achieve their goals. This will make them do more than what is expected with clear goals that will provide clear direction about what is being done to support the success of a company.

Employee Engagement

Employee Engagement or employee engagement (Hatta et al., 2023). Employee Engagement is a position where an individual feels interested in a company. This attachment is an employee who feels tied to a job, this includes enthusiasm and enthusiasm for work. Employer engagement also makes workers provide more participation for the organization through the quality of their work

(Ramadhan & Sembiring, 2014). Employer engagement is a feeling of having unlimited will and enthusiasm to take the company to a greater level, continuing to do difficult tasks and being a creative person (Empiris et al., 2020). Employer engagement as learning in the workplace. When investors continue to invest money and time, employees will realize that the company is also interested in their career advancement, therefore employees will increasingly want to learn to be the best for the company (Rasool et al., 2021). Employee engagement is the result of a two-way relationship between the company and employees, showing that there is something that each party must give (Markos & Sridevi, 2010). Employer engagement indicators Vigor, dedication and absorption (Schaufeli et al., 2006).

PERFORMANCE

Performance is the willingness or work performance achieved to carry out activities in accordance with tasks or demands in terms of quality and quantity. The definition of performance is the result of work or a description of employees' abilities in achieving the company's vision and mission as individuals who carry out their duties well (Bustomi et al., 2020). Performance is high individual commitment and is able to produce good performance (Fitriastuti, 2013). When employees carry out tasks according to company regulations, the results will be good, but if they do not comply with company standards, the results will not be good (Lukito, 2020).. Performance is individual achievement in good quality and quantity and achieved by employees in carrying out the tasks and responsibilities given to them (Anjasmara & Gunarto, 2022a). Performance indicators of work quantity, quality, time and cooperation (Mathis & Jackson, 2009)

Organizational Citizenship Behavior

Organizational citizenship behavior is something shown by employees without the intention of getting rewards (Gunarto et al., 2020). This employee behavior can be considered an option chosen and implemented by the employee, but is outside the description of the position held and has a positive impact on the organization (Cendani & Tjahjaningsih, 2015). OCB is citizenship behavior in an organization that exceeds the required tasks (Management Studies & Putra Bangsa Kebumen,

2018). Through Organizational Citizenship Behavior, employees are expected to understand the existence of their organization with all its limitations and voluntarily commit to organizational effectiveness (Kurniawan, 2015). OCB indicators of altruism, conscientiousness, sportsmanship, courtesy and civic virtue (Organ, 2009).

HYPOTHESIS DEVELOPMENT

Framework of thinking

H1: Employer engagement influences employee performance.

H2: Employer engagement influences organizational citizenship behavior.

H3: Organizational citizenship behavior influences performance

H4: Employer engagement has an effect on performance which is mediated by organizational citizenship behavior

METHOD

The method used in this research is quantitative, the type of data used is primary and secondary data. The population is 118 employees using a probability sampling technique, namely random sampling and using the Slovin formula, then getting a sample of 54 samples. Data collection techniques use observation and questionnaires with a Likert scale. The data analysis technique uses the Structural Equation Model (SEM) method to obtain hypothesis testing.

Table 1. Operational Definition of Variables

| Variable | Indikator | Sumber |
|---------------------|-------------|--------------------------|
| Employee engagement | Vigor | (Schaufeli et al., 2006) |
| | Dedication | |
| | Absorption | |
| Performance | Quantity | (Mathis & Jackson, 2009) |
| | Quality | |
| | Punctuality | |
| | Cooperation | |

OCB Altursm (Organ, 2009)
 Conscientiousness
 Sportsmanship
 Courtesy
 Civic virtue

RESULTS

Table 2. Characteristics of Respondents

| Karakteristik | Kategori | frek | Perse n |
|---------------|-------------|------|---------|
| Jenis Kelamin | Man | 29 | 53,7 |
| | Women | 25 | 46,3 |
| Jurusan | Hopitality | 9 | 16,7 |
| | Accounting | 6 | 11,1 |
| | Managemen | 10 | 18,5 |
| | Other | 29 | 53,7 |
| Usia | 20-30 years | 36 | 66,7 |
| | 30-40 years | 16 | 22,2 |
| | 40-50 years | 6 | 11,1 |

In table 2 there are characteristics of respondents with the largest gender being male, 29 people, and 29 people tending to have other majors.

Validity and Reliability test results

This result test includes convergent validity and discriminant validity tests. To test reliability, use Cronbach alpha and composite reliability values. Reliability testing in PLS uses two methods, namely Cronbach's alpha and Composite reliability. Cronbach's alpha measures the lower limit value of the reliability of a construct, while Composite reliability measures the actual value of the reliability of a construct. Rule of thumb alpha or composite reliability value must be greater than 0.7.

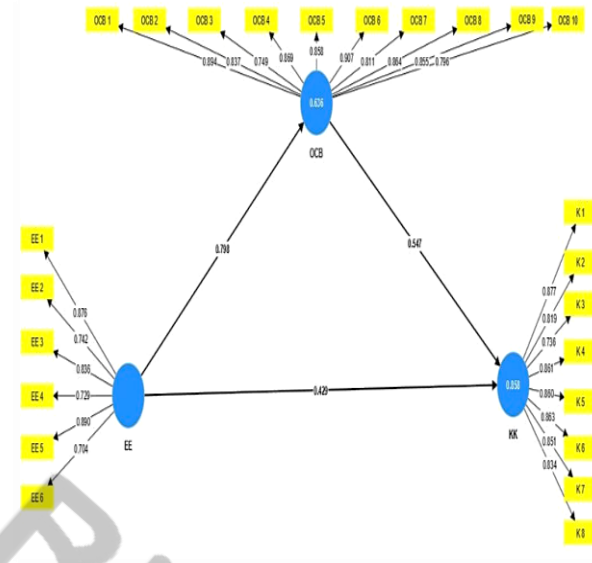


Figure 1. Measurement Model

The measurement model is part of SEM which specifies indicators for each variable (Gunarto, 2018)

1. Convergent validity

The loading value measurement scale is > 0.70. Testing is carried out to see each indicator against the construct.

Based on data processing using smartPLS 4, each indicator has a scale of more than 0.70 and an AVE value of >0.50

Table 3. Item loading and AVE

| Variabel | Item | Loading | AVE |
|----------|------|---------|-------|
| EE | EE 1 | 0.876 | 0.639 |
| | EE 2 | 0.742 | |
| | EE 3 | 0.836 | |
| | EE 4 | 0.729 | |
| | EE 5 | 0.89 | |
| | EE 6 | 0.704 | |
| Kinerja | K 1 | 0.877 | 0.703 |
| | K 2 | 0.819 | |
| | K 3 | 0.736 | |
| | K 4 | 0.861 | |
| | K 5 | 0.86 | |
| | K 6 | 0.863 | |

| | | | |
|-----|--------|-------|-------|
| | K 7 | 0.851 | |
| | K 8 | 0.834 | |
| OCB | OCB 1 | 0.894 | 0.714 |
| | OCB 10 | 0.796 | |
| | OCB 2 | 0.837 | |
| | OCB 3 | 0.749 | |
| | OCB 4 | 0.869 | |
| | OCB 5 | 0.858 | |
| | OCB 6 | 0.907 | |
| | OCB 7 | 0.811 | |
| | OCB 8 | 0.864 | |
| | OCB 9 | 0.855 | |

Tabel 4. Cronbach Alpha dan Composite Reliability

| Variabel | Composite Reliability | Cronbach Alpha |
|----------|-----------------------|----------------|
| EE | 0.913 | 0.886 |
| Kinerja | 0.95 | 0.939 |
| OCB | 0.961 | 0.955 |

Composite reliability and Cronbach alpha can be said to be valid if the value is above 0.70. Table 4 above shows that the variables EE, Performance and OCB have values > 0.70 or can be said to be valid.

1. Discriminant Validity

Assessed based on the cross loading for each variable it must be more than 0.70 or comparing the square root of the AVE for each construct with the correlation.

Tabel 5. Discriminant Validity

| Variabel | EE | Kinerja | OCB |
|----------|--------------|--------------|--------------|
| EE | 0.876 | | |
| Kinerja | 0.696 | 0.877 | |
| OCB | 0.689 | 0.773 | 0.894 |

Based on table 5, the diagonal value which is the square root of AVE in the table above is higher than the correlation value. It can be concluded that the model is valid because it has fulfilled discriminant validity.

1. Hypothesis Testing

Based on the data tests that have been carried out, these results can be used to answer the hypothesis

in this research. Hypothesis test or test inner The model includes an R-Square value to determine the direct effect. Meanwhile, the indirect effect is tested through the indirect effect.

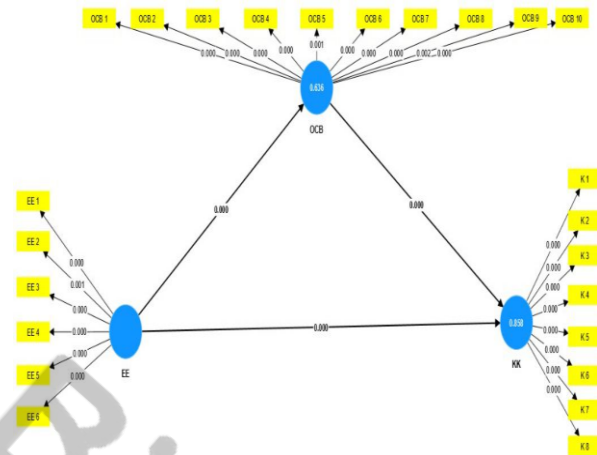


Figure 2. Structural Model

The structural model is the part of SEM that displays the relationship between construct variables or explains the hypothesis of the relationship between endogenous and exogenous variables (Gunarto, 2018).

Tabel 6. Nilai R-Square

| Variabel | R-Square | R-Square Adjusted |
|----------|----------|-------------------|
| KK | 0.858 | 0.852 |
| OCB | 0.636 | 0.629 |

In table 6 the R-Square value was obtained from SmartPLS 4 using the Boothstrapping technique and then obtained results > 0.70 (strong) and > 0.50 (moderate).

Tabel 7. Path Coefficients

| | Original Sampel | T-Statistics | P-Value |
|----------|-----------------|--------------|---------|
| EE > KK | 0.429 | 4.788 | 0.000 |
| EE > OCB | 0.798 | 6.642 | 0.000 |
| OCB > KK | 0.547 | 4.539 | 0.000 |

Employee engagement has a positive and significant effect (0.000) on performance (H1). Employer engagement has a positive and significant effect (0.000) on Organizational citizenship behavior (H2). Organizational

citizenship behavior has a positive and significant influence (0.000) on employee performance (H3). The results of testing this hypothesis have answered the allegations in the previous hypothesis with positive and significant results.

Tabel 8. Indirect Effect

| | T statistics | P values |
|-----------------|--------------|----------|
| EE -> OCB -> KK | 3.543 | 0.000 |

Indirect Effect functions to test hypotheses that have an indirect influence such as mediating variables. If the P-Value value is <0.05 then it is significant or there is an indirect effect and vice versa.

In table 8 there is an indirect influence on the mediating variable organizational citizenship behavior. This means that Employee Engagement has an effect on performance which is mediated by Organizational Citizenship Behavior with a P-Value < 0.05 or 0.000.

EE-OCB-KK = 0.436 (positive). P-Value 0.000 <0.05 (significant) Hypothesis 4

Table 9. Mediation Effects

| Hubungan Pengaruh | Statistic upilon (V) | Keterangan |
|-------------------|--------------------------------------|------------------------|
| EE -> OCB -> KK | $(0,798)^2 \times (0,889)^2 = 0.050$ | Pengaruh menuju sedang |

The mediation effect in this study interprets the value of the Upsilon effect size (v) which refers to the effect of high mediation of 0.175, medium mediation of 0.075 and low mediation of 0.01. Calculated manually using the mediation effect size upilon (V), namely the product of the square of the path coefficient EE -> OCB and the square of the path coefficient OCB -> KK. The role of OCB in mediating the indirect influence of EE on performance is classified as a moderate influence.

DISCUSSION

H1 Effect of Employee Engagement on Performance

From the recapitulation of respondents' responses, there is the lowest value on the employee engagement variable with an average value of 3.98 "I don't want to work in another company" this can be caused by organizational culture factors and lack of rewards. Where this does not only focus on internal and external problems but is also related to values and guidelines in responding to all existing changes. Rewards are recognition of appreciated performance. Looking at research (Anggraini et al., 2016) regarding the factors that influence employee engagement.

Based on the tests that have been carried out above, we get a P-Value result of 0.000, which means there is a significant effect between employee engagement on performance. It can be said to be positive because employee engagement has a good impact on employee performance in hotels because it can influence work productivity, having high work morale will provide good service. good to guests and reduces the level of employee absenteeism (Vigor), employees who have a sense of pride and enthusiasm in doing their work and taking part in events organized by the company in this training program can show a high level of engagement (Dedication), employees who are concentrated and happy in their work each task and is not interested in other companies (Absorption). In this research, the level of employee engagement with the company drives the high and good performance given to the company (Anjasmara & Gunarto, 2022b; Men et al., 2020; Sucahyowati et al., 2020)

H2 Employee Engagement Influences Organizational Citizenship Behavior

Based on the test that has been carried out above, we get a P-Value result of 0.000, which means there is a significant effect between employee engagement on organizational citizenship behavior. It can be said to be positive because employees who have employee engagement can encourage other employees to

participate more actively in team work, making employees feel more enthusiastic. and provide the best service to guests. Well-involved employees tend to understand the Company's goals and needs, this can help to contribute through OCB that is in line with the Company's vision and mission. Like researchers (Wibowo. A, 2019) regarding the relationship between employee engagement and organizational citizenship behavior influencing employee performance.

H3 Organizational Citizenship Behavior Influences Performance

From the recapitulation of respondents' responses above, there is the lowest value on the organizational citizenship behavior variable with an average value of 4.24 "I voluntarily contribute outside of my duties". This can be caused by a lack of motivation as a willingness to carry out extra tasks to achieve company goals. Looking at research (Rahmawati & Prasetya, 2017) regarding the factors that influence organizational citizenship behavior.

Based on the test that has been carried out above, we get a P-Value result of 0.000, which means that organizational citizenship behavior has a significant effect on performance, which can be said to be positive because this behavior is very profitable for the company by having employees who like to help fellow co-workers to make an activity more optimal (Altruism), employees who do something voluntarily and can manage time and prioritize important tasks can ensure employees are retained by the company (Conscientiousness), employees continue to tolerate unfavorable situations (Sportsmanship) and avoid conflicts with co-workers (Courtesy), employees will always speak positively, be responsible and protect the Company's resources (Civic Virtue). These results are in line with research (Lestari & Ghaby, 2018) that OCB can influence employee performance.

H4 Employee Engagement Influences Performance, Mediated by Organizational Citizenship Behavior

Based on the tests carried out above, the P-Value results were 0.000, which means there is

an indirect influence on organizational citizenship behavior in mediating employee engagement on performance. Involved employees tend to be more motivated to do more than what is expected, they may carry out OCB behavior because they feel that the company deserves extra contributions from employees. High levels of engagement often correlate with levels of satisfaction tinggi seperti Helpful behavior is created because of the employee's high sense of attachment to work. This research is in line (Cendani & Tjahjaningsih, 2015) that there is an indirect influence on performance which has a positive and significant effect.

CONCLUSION

This research shows that there is a significant relationship between employee engagement and performance, employees who feel connected to their work have more high motivation, greater engagement and good performance. OCB with employee performance is that employees who voluntarily contribute beyond the tasks assigned tend to have better performance in terms of productivity, guest quality and service quality.

In the literature review, each concept for each variable has been explained. Employee engagement is a company culture that encourages employees to continue learning in order to be involved in the company's goals. Performance is the result of good work in accordance with company standards. If it is not appropriate, it cannot be said to be good. Organizational Citizenship Behavior is an attitude of friendliness, high curiosity and creativity.

Based on the results above, it can be concluded as follows:

1. Employee Engagement influences employee performance with a P-Value of 0.000.
2. Employee Engagement has an effect on Organizational Citizenship Behavior P-Value of 0.000.
3. Organizational Citizenship Behavior has an effect on employee performance. P-Value is 0.000.

4. Employee Engagement has an effect on performance which is mediated by Organizational Citizenship Behavior P-Value of 0.000, meaning that organizational citizenship behavior has an indirect effect.

Employee Engagement has a positive and significant influence on performance because the higher the level of employee engagement, the better it will have an impact on performance and the company. Having enthusiasm for work, obeying regulations and being responsible and protecting company resources, of course the company will also retain employees who have this behavior.

Employee engagement has an influence on OCB in the hotel industry. Employees who feel connected to their work tend to be more motivated to do voluntary things to support the success of hotel operations. Such as providing guidance to guests, providing positive service to guests, supporting team collaboration and being able to solve challenges at work.

Organizational Citizenship Behavior also has a positive and significant influence on performance. Employees who have OCB will feel that they are citizens of the company so that their performance will be better and they will improve their service, especially towards guests.

IMPLICATIONS

Provide support to each employee to instill OCB behavior and employee engagement. This can be done by management during training and career development. Then develop a more in-depth measurement method regarding existing employee engagement and OCB. Provide opportunities for employees to innovate and develop new ideas that can improve hotel operations

LIMITATION

This research still uses previous variable indicators with the same problems to find the influence between variables.

RECOMMENDATION

Future researchers may be able to research using the latest indicators. Focusing on service

productivity tamu serta meneliti tentang teknologi dalam mempengaruhi cara karyawan berinteraksi.

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