

The Role of OCB in Mediating the Effect of Employee Engagement and Organizational Commitment on Employee Performance: Contract vs Permanent Employees

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Abstract:

Banking industry is one of sector that relies its employees on its quality of human capital. In facing the organizational change in the form of digitaliation, the performances of employees are really challenged. This study seeks to test the role of Organizational Citizenship Behavior (OCB) as mediator of the effect of employee engagement and organizational commitment on the employees performance at PT. BCA, Tbk Jember branch, Indonesia. This study used quantitative approach. As many as 162 employees are involved as respondents. We differ them based on their employee types, those are contract and permanent employees. The analytical tool used is path analysis. We report that there is a significant indirect effect of employee engagement and organizational commitment on employees performance through OCB. The role of OCB as mediator is significant in both of effects. We also found that employee engagement and organizational commitment have a significant direct effect on employee performance, employee engagement and organizational commitment have a significant direct effect on OCB, and OCB has a significant direct impact on employee performance.

Keywords: OCB, Employee Engagement, Organizational Commitment, Employee performance

1. Introduction

The success of an organization can be influenced by the performance of its employees. Every organization and company will strive to improve employee performance in achieving organizational goals by taking various ways. Highly committed employees will be reflected in their behavior, loyalty, and contribution beyond workplace roles. Their performance can be realized well if they are engaged to the company, having good organizational commitment, and showing Organizational Citizenship Behavior (OCB). Employee engagement, organizational commitment, and OCB become interesting issues to be studied because the organization is currently in need of loyal employees in order to be able to survive and to develop their career, especially in the banking field where in this digitalized era, banking industries keep performing

many changes in the use of technology in providing services to its customers.

Podsakoff et al. (2000) defined OCB as a voluntary behavior, an action beyond the tasks that contribute to the success of an organization. OCB is a behavior that is consciously and voluntarily done outside the formal job description and there is no sanction if they do not do it. This kind of action is influenced by two main factors: internal factors (job satisfaction, commitment, personality, employee morale, motivation, etc.) and external factors (leadership style, organizational culture and so on). Employees who have good OCB will greatly assist the company or institution in achieving its goals. In fact, not all employees practice OCB in their workplace. Therefore, the company trust the existence of employee engagement, organizational commitment, and OCB can boost employee performance, especially in PT. BCA, Tbk. As one of banking industries branch in Jember, Indonesia, in facing the challenges of the banking world today.

Employee engagement is the extent to which a person is committed, dedicates himself, and be loyal to the organization, their work, superiors, and colleagues. Robinson, et al (2004) defined

engagement as an employee emotional measurement and an intellectual commitment to the organization and its success and believe it to be a measurement result and describe how employees behave as a result of their interaction with the organization.

Commitment to the organization means more than just formal membership, because it includes an attitude of loving the organization. The attitude referred here is about how far the attitude taken by the individual over their organization and the willingness to strive for a high level of effort for the achievement of organization goals. Luthans (2006) stated that organizational commitment is an attitude that shows employee loyalty and an ongoing process of how an organization member expresses their attention to the success of an organization. Furthermore, Luthans (2006) opined that employee's loyal attitude is indicated by three things: (1) a strong desire of a person to remain a member of their organization, (2) a willingness to exert effort for his organization, and (3) confidence and acceptance of organizational values and goals. Based on this definition, the organizational commitment includes elements of loyalty to the organization, involvement in work, and identification of the values and goals of the organization.

Banking industries is one of sector which treat human capital as their valuable asset. But the challenge of the banking world in the last two years is quite heavy where the economic situation has not improved yet. Net Interest Margin which became one of the sources of income is thinning as well as increasing bank competition due to the similarity of products and services among banks. The situation will certainly also affect the performance of the banking business. PT. BCA, Tbk always focuses on maintaining its performance and it is proven by the performance of PT. BCA, Tbk in 2017 is better if compared to the initial target set. In 2017, the current account saving account (CASA) funds grew 8.7% or Rp.443, 7 trillion. For loan disbursement activities, BCA posted a 12.4% growth in loan portfolio to Rp.467.5 trillion, exceeding the target set at 8% - 10%. Net income in 2017 grew by 13.1% or Rp.23.3 trillion. Good profit growth of PT. BCA, Tbk in 2017 makes the Return on Assets (ROA) of 3.9% and the Return on Equity (ROE) of 19.2%. As seen from the financial aspect growth, there is a good achievement reached by PT. BCA, Tbk in 2017.

Table 1 The Financial Performance of PT. BCA, Tbk
(in billion rupiah)

	2017	2016	2015	2014
Total Asset	750.320	676.739	594.373	553.156
Gross Credit	467.509	415.896	387.643	346.563
Third-party funds	581.115	530.134	476.666	447.906
Total equity	131.402	112.715	89.625	75.726
Operational income	56.982	53.779	47.876	41.373
Net income	23.321	20.606	18.019	16.486

Source : Annual Report of BCA, 2017

The explanation above shows that the contribution of employees in an organization at any level is important in maintaining trust and providing quality services to customers. Therefore PT. BCA, Tbk has a commitment to develop the skill and competence of all employees from the central, regional, branch, and branch auxiliary level. PT. BCA, Tbk Jember branch is required to always improve its performance both in the improvement of operational as well as in products marketing. Some training and learning programs are carried out on employees at PT. BCA, Tbk Jember branch, on both contract and permanent employees. Based on the fiscal report of PT. BCA Jember branch in 2014, this bank still face many challenges. One of problem faced is that not all of the employee can perform maximally in running their job description, whereas PT. BCA, Tbk is trying to boost performance through excellent products and operations and it needs reliable human resources. Besides the needs of employees with high competencies, in facing the challenges of nowadays' banking business, PT. BCA, Tbk also needs employee with high commitment, work engagement, and OCB.

The employees in PT. BCA Jember branch consist of senior and junior employees who are in the same work process and work team. Such condition makes the leader of the existing work unit must lead different generations of employees. It raises problems related to human resources, especially in the aspect of employee engagement and organizational commitment so this makes this research need to be done.

Another problem is the existence of organizational changes within PT. BCA Tbk which will be implemented in a branch of automation such as E-branch, Digital Customer Service, and STAR teller. Some service changes also occur at PT. BCA, Tbk in the form of E-Service or online monitoring in all areas of BCA service. All Changes made by PT.

BCA, Tbk above makes PT. BCA Jember branch must also make changes to the work process, where it requires to increase the competence of each employee quickly in order to follow the changes that occur and can be in accordance with the development of technology. If we look at above discussions including the existence of various organizational changes, it is allegedly there are also changes to employee engagement and employee commitment at PT. BCA, Tbk Jember branch, where employee engagement and commitment will also affect the OCB then influences the performance.

Previous studies have found different research results. Vincentia and Fibria (2013) found that employee engagement has an effect on OCB. Nabilah and Jafar (2014) found that employee engagement has an influence on employee performance. While Shindie et al. found that employee engagement has no significant effect on employee performance which means higher employee engagement makes no employee performance improvement at PT PLN (Persero) in Bekasi. Putu (2016) found that there is a significant influence of employee engagement and OCB on the individual performance. Devi (2017) reported that organizations with higher levels of employee engagement outperformed their competitors in terms of profitability. Considering the phenomenon mentioned above, it is necessary to re-conduct research related to employee engagement and organizational commitment in PT. Bank Central Asia, Tbk Jember branch which further affects their OCB and employee performance. This research can be used to improve the insight and knowledge in the field of human resource management, especially about employee engagement and commitment to employee performance with OCB variable as intervening variable. The results of this study are expected to be useful as input and thought contribution, especially for PT. Bank Central Asia, Tbk Jember branch, in an effort to solve problems related to human resource development.

2. Literature Review

2.1 The Direct Influence of Employee Engagement on Employee Performance

Previous research found that employee engagement has a significant effect on employee performance, one of them is a research by Nabilah and Jafar (2014). Through employee engagement, employees will have the strength characterized by high energy and mental resiliency, a genuine willingness to work, and persistent in the face of adversity while working. Individuals with high

employee engagement usually have high energy, stamina, and excitement. Employees will also feel united with their works and it can increase their performance. The intense competition puts pressure on an organization to continually find ways to improve their performance. High performance will improve the quality and value provided to stakeholders.

H1: Employee engagement directly affects employee performance

2.2 The Direct Influence of Organizational Commitment on Employee Performance

A research by Amanda (2013) found that organizational commitment has a significant effect on employee performance. The more committed employees, the better the performance. Organizational commitment is sense of identification (trust in organizational values), involvement (willingness to do the best possible for the benefit of the organization) and loyalty (the desire to remain a member of the organization concerned) declared by an employee to the organization. Employees with organizational commitment will perform better than their counterparts.

H2: Organizational commitment directly affects employee performance

2.3 The Direct Effect of Employee Engagement on OCB

The results of research by Vincentia and Fibria (2013) showed that employee engagement influences OCB. Engagement is a state of mind, a more persistent and comprehensive feeling. Strength refers to high levels of energy and mental resilience, the will to earnestly work and persevere in the face of adversity. Dedication refers to feelings of meaning, enthusiasm, inspiration, pride and challenge. Absorption is characterized by full concentration, interest in work and difficulty breaking away from work. One important aspect affecting employee psychological safety is the extent to which employees' support and concerns are shared by both the organization and its superiors (Saks, 2006). Organizational support perceived by employees will make them feel valuable. Robinson et al (2004) found that the most prominent driving

force of engagement is the feeling of value and involvement.

H3: Employee engagement directly affects OCB

2.4 The direct effect of Organizational Commitment on OCB

The results of research by Amanda (2013) indicate that Organizational commitment has a significant impact on OCB. Commitment to the organization means more than just formal membership, as it includes an attitude of liking to the organization and a willingness to seek high levels of effort for the benefit of the organization for the achievement of the goal. Under this definition, organizational commitment includes an element of loyalty to the organization, involvement in work, and identification of organizational values and goals.

Commitment to the organization involves three attitudes: (1) Identification with organizational goals, (2) Feelings of involvement in organizational tasks, and (3) Feelings of loyalty to the organization. This means that employees committed to the organization perceive value and importance to integrate personal and organizational goals, so that the goals of the organization are their personal goals. Jobs that are his job are understood as personal interests, and have a desire to always be loyal for the sake of organizational progress. Organizational commitment as a relative power of partisanship and involvement of an organization. In other words organizational commitment is the attitude of workers' loyalty to the organization and is an ongoing process of the organization's members to express its concern to the organization and it continues to success and prosperity. With commitment to employees, OCB will automatically be established.

H4: Organizational commitment directly influences OCB

2.5 The Direct Effect of OCB on Employee Performance

Robbins and Judge (2012) stated that OCB as an optional behavior that is not part of an employee's formal employment obligation, but effectively supports the organization's functioning. OCB is a voluntary behavior of a worker to undertake a task or job outside of responsibility or obligation for the advancement of his organization. Employees tend to

take action beyond their responsibilities when they are satisfied with their work, moods and so on. Employees with large direct responsibilities will improve their performance.

H5: OCB directly influences employee performance

2.6 The Indirect Influence of Employee Engagement on Employee Performance Through OCB

Employee engagement is a positive attitude of employees to the organization and value of the organization. Employees with engagement to the company have a physical, cognitive, and emotional connection to their role in work (Albrecht, 2010). Employee engagement is the extent to which a person is committed, dedicated himself and loyal to his or her organization, employer, job and coworkers. Dedication refers to feelings of meaning, enthusiasm, inspiration, pride and challenge. Absorption is characterized by full concentration, interest in work and difficulty in breaking away from work. Highly dedicated employees are having a great sense of responsibility for their own performance.

H6: Employee engagement indirectly influences performance through OCB

2.7 The Indirect Effect of Organizational Commitment on Performance Through OCB

Organizational commitment is a relative strength of the individual in identifying his or her involvement into the organization. Commitment to the organization means more than just formal membership, as it includes an attitude of loving the organization and a willingness to seek high levels of effort for the benefit of the organization for the achievement of the goal. Under this definition, organizational commitment includes an element of loyalty to the organization, involvement in work, and identification of organizational values and goals. Highly committed employees will be responsible for all their actions or in other words created OCB so that their performance can increase.

H7: Organizational commitment indirectly influences performance through OCB

3. Methodology

This study uses quantitative approach. Types of data in this study is primary data obtained from distributing questionnaires to the respondents.

Population in this study are all employees of PT BCA, Tbk Jember branch as many as 162 employees. The sample observed is determined by the census method, where total population is used as research sample, so the number of research samples are 162 employees (121 permanent employees and 41 contract employees). To answer research question, the analytical tool used is path analysis which is done on two groups of sample: 1) a sample of permanent employees and 2) a sample of contract employees. The exogen variables are employee engagement and organizational commitment, the intervening variable is OCB, and the endogen variable is employee performance.

4. Result and Discussion

4.1 Results

a. Characteristics of Respondents

Characteristics of respondents describe the composition of age, gender, latest education, and type of employee and it is shown on table 1. As shown on the table, the percentage of employees over 31 years is 55% which means that experienced and senior employees at PT. Bank Central Asia, Tbk Jember Branch is more able to perform well and expected to have more engaged to the company dimension, having more organizational commitment, having better OCB to improve PT. Bank Central Asia, Tbk Jember Branch. PT. BCA, Tbk Jember branch has more female employees than men. Female employees are expected to have better service capability, have higher dedication, more focus and more resistance in facing job pressure in order to improve the performance of bank. The employees of PT. BCA, Tbk Jember branch is considered to accomplish high education, at least bachelor degree. Those who just graduate from high school are contract employees. From the data above, the human resources in PT. BCA, Tbk Jember branch are dominated by bachelor graduates. PT. BCA, Tbk Jember branch has more permanent employees than contract employees, it indicates that there are many employees who have committed to this company, while contract employees who are not yet becoming permanent employees are expected to have higher levels of employee engagement and organizational commitment.

Table 1. Characteristics of Respondents

Based on Age			
No	Age (years old)	Number of Respondent(s)	%
1.	< 19	12	7
2.	21-25	24	15
3.	26-30	35	21
4.	31-35	5	3
5.	36-40	3	2
6.	41-45	15	10
7.	46-50	32	20
8.	51-55	36	22
Total		162	100
Based on Gender			
No.	Gender	Number of Respondent(s)	%
1.	Male	47	29
2.	Female	115	71
Total		162	100
Based on Latest Education			
No	Latest Education	Number of Respondent(s)	%
1.	Senior High School	36	22
2.	Diploma	10	6
3.	Bachelor	110	68
4.	Master	6	4
Total		162	100
Based on Type of Employee			
No	Type of Employee	Number of Respondent(s)	%
1.	Contract employee	41	26
2.	Permanent employee	121	74
Total		162	100

Source: Processed questionnaires, 2018

b. The Result of Path Analysis

Path analysis is used to analyze the influence of employee engagement and organizational commitment to employee performance with OCB variable as intervening variable at PT. BCA, Tbk Branch oJember. Each path tested represents the hypothesis proposed in this study. The results of direct impact based on path coefficient test are presented in Table 2.

Table 2 shows that organizational commitment has a dominant influence over OCB with the direct path effect coefficient of 0.490 and this is the strongest path, then it followed by the path of organizational commitment to performance with

direct path coefficient of 0.477. Based on the results of path coefficient test in table 2, then the model expressed in the form of equation is presented as follows:

$$Y_{1\text{contract}} = 0,274 X_1 + 0,490 X_2 + e$$

$$Y_{2\text{contract}} = 0,412 X_1 + 0,477 X_2 + 0,383 Y_1 + e$$

Table 2. Coefficient of Regression Analysis on Contract Employee

Independent Variable	Dependent Variable	Std. Dev	Coeff	Conclusion
Employee engagement (X ₁)	Performance (Y ₂)	0,412	0,011	Significant
Employee engagement (X ₁)	OCB (Y ₁)	0,274	0,049	Significant
OCB (Y ₁)	Performance (Y ₂)	0,383	0,037	Significant
Organizational Commitment (X ₂)	Performance (Y ₂)	0,477	0,008	Significant
Organizational Commitment (X ₂)	OCB (Y ₁)	0,490	0,001	Significant

Source: SPSS Output, 2018

Table 3 shows that employee engagement has a dominant effect on performance with direct impact coefficient of 0.448 and this is the strongest path, then it followed by path from employee engagement to OCB with direct path coefficient of 0.281.

Table 3. Coefficient of Regression Analysis on Permanent Employee

Independent Variable	Dependent Variable	Std. Dev	Coeff	Conclusion
Employee engagement (X ₁)	Performance (Y ₂)	0,448	0,000	Significant
Employee engagement (X ₁)	OCB (Y ₁)	0,281	0,001	Significant
OCB (Y ₁)	Performance (Y ₂)	0,205	0,002	Significant
Organizational Commitment (X ₂)	Performance (Y ₂)	0,179	0,004	Significant

Commitment (X ₂)				
Organizational Commitment (X ₂)	OCB (Y ₁)	0,226	0,010	Significant

Source: SPSS Output, 2018

Based on the results of the path coefficient test as in Table 3, the model expressed in the form of equation is presented as follows:

$$Y_{1\text{permanent}} = 0,281 X_1 + 0,226 X_2 + e$$

$$Y_{2\text{permanent}} = 0,448 X_1 + 0,171 X_2 + 0,202 Y_1 + e$$

Result of Hypothesis Test (t-test)

Hypothesis test aims to examine the direct and indirect effects of employee engagement and organizational commitment to employee performance with OCB variable as intervening variable. Hypothesis test done on contract employee is shown on Table 4.

Table 4. The Result of t-test on Contract and Permanent Employees

Variable	t-value	t-table	Beta	Sig.
Contract Employees				
Dependent Variable: Performance	2,665	1,684	0,412	0,011
Independent Variable: a. Employee engagement	2,799		0,477	0,008
b. Organizational commitment	2,169		0,383	0,037
c. OCB				
Dependent Variable: OCB	2,034		0,274	0,049
Independent Variable: a. Employee engagement	3,640		0,490	0,001
b. Organizational commitment				
Permanent Employees				
Dependent Variable: Performance	5,147		0,291	0,022

Variable:	1,99		0,19	0,02
a.Employee engagement	4	1,65	7	3
b. Organizational commitment	2,26	8	0,28	0,01
c.OCB	4		6	4
Dependent Variable: OCB				
Independent Variable:	3,27		0,28	0,00
a.Employee engagement	5		1	1
b. Organizational commitment	2,63		0,22	0,01
	1		6	0

Source: SPSS Output, 2018

As shown on the Table 4, hypothesis 1,2,3,4, and 5 are accepted because all of the t-values are greater than t-table. We can also look at the significance values which are less than error level (5%). It means that employee engagement directly affects employee performance, organizational commitment directly affects employee performance, employee engagement directly affects OCB, organizational commitment directly affects OCB, and OCB directly affects employee performance.

Path Calculation

The models of path analysis after performing regression analysis can be presented as follows:

a. Contract Employee

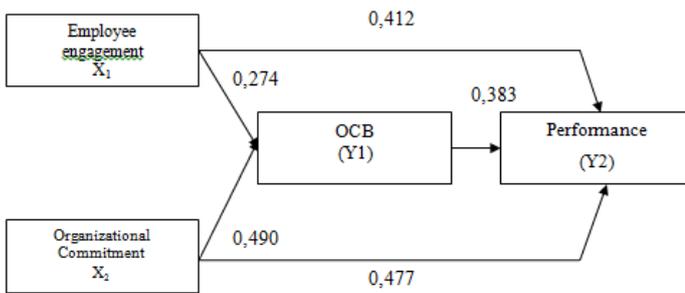


Figure 1. Model of Path Analysis of Contract Employees

After knowing the coefficient of each path, we then calculate the direct influence between employee engagement (X1) variable on performance (Y2), direct influence between organizational commitment (X2) on performance (Y2), direct influence between OCB (Y1) on performance (Y2), indirect effect of employee engagement (X1) on performance (Y2) through OCB as mediator (Y1), and indirect influence of organizational commitment (X2) on performance (Y2) through OCB (Y1).

Direct Effect:

1) The influence of employee engagement (X1) on performance (Y2)

$$DE_{xy} = X1 \rightarrow Y2$$

$$DE_{xy} = 0.412$$

2) The influence of organizational commitment (X2) on performance (Y2)

$$DE_{xz} = X2 \rightarrow Y2$$

$$DE_{xz} = 0.477$$

3) The influence of OCB (Y1) on performance (Y2)

$$DE_{zy} = Y1 \rightarrow Y2$$

$$DE_{zy} = 0.383$$

Indirect Effect :

1) Indirect influence of employee engagement (X1) on performance (Y2) through OCB (Y1)

$$IE_{y2y1x1} = X1 \rightarrow Y1 \rightarrow Y2$$

$$IE_{y2y1x2} = (0,477)+\{(0,490 \times 0,383)\}$$

$$= 0,664$$

2) Indirect influence of organizational commitment (X2) on performance (Y2) through OCB (Y1)

$$IE_{y2y1x2} = X2 \rightarrow Y1 \rightarrow Y2$$

$$IE_{y2y1x2} = (0,477)+\{(0,490 \times 0,383)\}$$

$$= 0,664$$

b. Permanent Employees

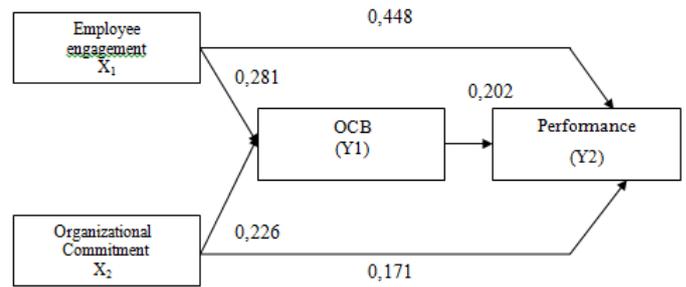


Figure 4.2 Model of Path Analysis of Permanent Employees

After knowing the coefficient of each path, we then calculate the direct influence between employee engagement (X1) variable on performance (Y2), direct influence between organizational commitment (X2) on performance (Y2), direct influence between OCB (Y1) on performance (Y2), indirect effect of employee engagement (X1) on performance (Y2), and indirect influence of organizational commitment (X2) on performance (Y2) through OCB (Y1).

through OCB as mediator (Y1), and indirect influence of organizational commitment (X2) on performance (Y2) through OCB (Y1).

a. Direct Effect (DE):

1) The influence of employee engagement (X1) on performance (Y2)

$$DE_{xy} = X1 \rightarrow Y2$$

$$DE_{xy} = 0,448$$

2) The influence of organizational commitment (X2) on performance (Y2)

$$DE_{xz} = X2 \rightarrow Y2$$

$$DE_{xz} = 0,171$$

3) The influence of OCB (Y1) on performance (Y2)

$$DE_{zy} = Y1 \rightarrow Y2$$

$$DE_{zy} = 0,202$$

b. Indirect Effect :

1) Indirect influence of employee engagement (X1) on performance (Y2) through OCB (Y1)

$$IE_{y2y1x1} = X1 \rightarrow Y1 \rightarrow Y2$$

$$IE_{y2y1x1} = (0,448) + \{(0,281 \times 0,202)\}$$

$$= 0,504$$

2) Indirect influence of organizational commitment (X2) on performance (Y2) through OCB (Y1)

$$IE_{y2y1x2} = X2 \rightarrow Y1 \rightarrow Y2$$

$$IE_{y2y1x2} = (0,171) + \{(0,226 \times 0,202)\}$$

$$= 0,216$$

Based on the analysis results, it can be seen that the magnitude of the direct influence of X2 to Y1 on contract employees reaches 0.490 and it is the largest effect among the other direct influences. But the value of direct variable effect is less than the value of indirect effect, this is due to the existence of intervening variable in the indirect effect calculation. Then for permanent employees, the value of the direct effect of X1 to Y2 reaches 0.448 and it is the largest effect among other direct effects. The results of calculations on contract and permanent employees indicate that the value of influence is greater on contract employees. Based on Table 4.4, it can be concluded that the sixth hypothesis (H6) stating that employee engagement indirectly affects employee performance through OCB and the seventh hypothesis (H7) stating that organizational

commitment indirectly affects performance through OCB are accepted.

4.2 Discussion

The Direct Effect of Employee Engagement on Employees' OCB at PT. BCA, Tbk Branch Jember

Statistical result showed that employee engagement has a direct significant effect on OCB, which means the better employee engagement occurred at PT. BCA, Tbk Jember, the higher also the Organizational Citizenship Behavior (OCB) on both contract and permanent employees, vice versa. The magnitude of this relationship on permanent employees is larger than contract employees. This is because the employee composition of PT. BCA, Tbk Jember Branch which has 55% of senior employees indicates that in running the company, PT. BCA, Tbk Jember Branch is held by experienced people with high employee engagement level in the company. Senior employees can not be doubted that they have more engagement than junior employees who just have been working for a short time and have not had a strong sense of belonging to the company. Regardless of which is the highest between both, the employee engagement performed by senior employees and junior still be able to cause OCB.

Robinson, et al (2004) define employee engagement as a positive behavior of employees towards the value of the organization. Engaged employees have a physical, cognitive, and emotional connection to their role in work (Albrecht, 2010). According to Schaufeli and Bakker (2003), engagement is a positive state, fulfillment, views on working conditions characterized by strength, dedication, and absorption. They said that engagement is a more persistent and thorough state of mind and feeling, not just focusing on the object of individual events or specific behaviors. Employees of PT. BCA, Tbk Jember who have engagement emerge the behavior of assisting colleagues in completing their work, such as willing to volunteer to help new colleagues, helping co-workers who get overloaded work, doing the work of absent colleagues.

The result of this study supports a research conducted by Vincentia and Fibria (2013) who found that employee engagement influences OCB. Putu (2016) found that there is a significant influence between employee engagement and OCB. The implication is employees at PT. BCA, Tbk Jember Branch can increase energy and morale in

order to arise the sense of volunteer to be willing to perform duty outside of its obligation for the progress of PT. BCA, Tbk Jember branch.

The results showed that the contract employees has the good energy and mental resilience, willingness to work earnestly, and persistent in the face of adversity. In addition, employees also have good dedication, enthusiasm, inspiration, pride, challenge, concentration, and interest in work so it raises altruism, spotmanship, and civic virtue..

The Direct Effect of Organizational Commitment on Employees' OCB at PT. BCA, Tbk Jember Branch

The path analysis result showed that organizational commitment has a significant direct influence on OCB, which means the better organization commitment occurred at PT. BCA, Tbk Jember Branch, the higher also the employees' OCB, vice versa. Both contract and permanent employees also have high commitment to the company, and it is shown by the commitment of permanent employees who have a composition of 74% in PT. BCA, Tbk Jember Branch which has an effect magnitude of 0.226. But this effect is larger on contract employees which has composition of 26% of whole employees. This is because contract employees still have high ideals and desires to be able to work in PT. BCA, Tbk Jember Branch as well as being a permanent employee.

Streers (in Munandar, 2004: 75), stated that organizational commitment is the nature of an individual's relationship with the organization by showing the following characteristics: accepting organizational values and goals, having a desire to act for his organization, and having a strong desire to remains together with his organization. Griffin (2004: 15), states that organizational commitment is an attitude that reflects the extent to which an individual knows and is tied to his organization. The employees who feel more committed to the organization have reliable habits, plan to stay longer in the organization, and devote more effort in the work, because they finally have behavior of assisting colleagues in completing the work, for example willing to volunteer to help colleagues, to help co-workers who gets overloaded work, doing the work of a co-worker who does not come in. Organization commitment is also reflected in the behavior of accepting the less ideal conditions, for example do not like to complain narrowly, do not like to neglect reality, participate in corporate life activities, such as attending meetings, willing to follow or adhere to changes that occur within the company, and having

the initiative to increase productivity within the company. The results of this study do not support research conducted by Amanda (2013) who found that organizational commitment has no significant impact on OCB. But this study supports a research by Rahayu (2017) who showed that organizational commitment variable had positive and significant effect on OCB variable.

The Direct Effect of Employee Engagement on The Employees Performance at PT. BCA, Tbk Jember Branch.

The hypothesis test result showed that employee engagement has a significant direct influence on employees performance, which means the better employee engagement occurs in PT. BCA, Tbk Jember branch, the higher the performance of employees, vice versa. The results of the analysis also showed that employee engagement on permanent employees is greater than the effect on contract employees. This happens because the working period of permanent employees in PT. BCA, Tbk Jember Branch is longer than contract employees, so they have more openness and higher connectivity both physically, cognitively, and emotionally to his colleagues and to their work.

Robinson et al (2004) define employee engagement as a positive behavior of employees towards the organization and value of the organization. Engaged employees have a physical, cognitive, and emotional connection to their role in work (Albrecht, 2010). According to Marciano (2010), employee engagement is the extent to which a person is committed, dedicated himself and loyal to the organization, their boss, and their coworkers. Because the employees of PT. BCA, Tbk Jember Branch are having good employee engagement, they may eventually improve the quality and quantity of work, timeliness, effectiveness and independence that can carry out its work function without requesting assistance, guidance from supervisors or requesting the intervention of supervisors in order to avoid adverse outcomes.

This result supports a research conducted by Nabilah and Jafar (2014) who found that employee engagement affects employee performance positively. This study does not support a research of Shindie et al (2015) who found that employee engagement has no significant effect on employee performance which means that the level of employee engagement makes no employee performance improvement at PT PLN (Persero) in Bekasi. Putu (2016) found that employee engagement has a significant effect on the individual performance.

The results showed that the the employees of PT. BCA, Tbk Jember, both contract and permanent employees, have high energy and mental resilience while working, willingness to work earnestly, and having persistent in the face of adversity. In addition, employees also have a dedication that is a feeling full of meaning, enthusiasm, inspiration, pride, absorption, and interest in the workplace.

The Direct Effect of Organizational Commitment on Employees Performance at PT. BCA, Tbk Jember Branch.

The results of the analysis showed that organizational commitment has a significant direct influence on the performance, which means the better organizational commitment occurred at PT. BCA, Tbk Jember branch, the higher the performance of employees, vice versa. The result also indicates that the influence of organizational commitment on permanent employees performance is not as strong as contract employees. This condition happens because contract employee is more accepting the values and goals of the company, and more fear if his working period is not extended, thus they are more maximizing their work to achieve better performance.

Griffin (2004: 15) stated that organizational commitment is an attitude that reflects the extent to which an individual knows and is tied to his organization. Employees who feel more committed to the organization have reliable habits, plan to stay longer in the organization, and devote more effort to work. According to Robbins (2013), declaring commitment to an organization is defined as a situation in which an employee sides with a particular organization and its goals, and intends to maintain membership in the organization. Robbins (2013) viewed organizational commitment as one of work attitude, because it reflects a person's feelings about the organization. Robbins (2013) defined it as an individual orientation to an organization that includes loyalty, identification, and involvement. Thus, organizational commitment is the orientation of the active relationship between the individual and his organization. The orientation of the relationship results in an individual's willing to give something of his own, and something that is given illustrates his support for the achievement of organizational goals.

This kind of result supports a research conducted by Amanda (2013) who found that organizational commitment has a significant impact on employee performance. Ticoalu (2013) also found that organizational commitment has a significant effect

on employee performance. Rahayu (2017) found that organizational commitment has a positive and significant effect on performance variable.

The Direct Effect of OCB on Employees Performance at PT. BCA, Tbk Jember Branch.

The statistical result showed that OCB has a significant direct effect on performance, which means the better OCB occurred at PT. BCA, Tbk Jember branch, the higher the performance of employees, vice versa. The results show that the effect of contract employee's OCB on their performance is greater than permanent employees, this is due to the recent working age making contract employees more want to show that he has high empathy, willingness to help colleagues, and high responsibilities, or it can be said that they want to prove themselves that he deserves to work permanently in the company.

Robbins and Judge (2013) defined OCB as an optional behavior that is not part of an employee's formal employment obligation, but it supports the effective functioning of the organization. Another opinion expressed by Gary (2012) who explained that OCB is a voluntary behavior of a worker to be willing to perform tasks, responsibility, or obligations for the progress or benefit of the organization.

This result do not support a research by Amanda (2013) who found that OCB has no effect on employee performance. Putu (2016) found that OCB has an effect on individual performance. Ticoalu (2013) found that the OCB had a significant effect on employee performance.

The result also showed that the employees in PT. BCA, Tbk Jember branch have the behavior of helping colleagues in completing the work, for example willing to volunteer to help less-understood colleagues and new colleagues, helping co-workers who get overload work, and doing work of colleague who is on absent. Employees also have the attitude of accepting unpleasant conditions or circumstances that are less ideal, for example, do not like to complain narrowly, do not like to neglect reality, and have the responsibility to participate in corporate life activities, for example attending meetings that are not necessary for him but beneficial to the company, willing to follow or obey the changes that occur within the company, and having the initiative to increase company's productivity.

The Indirect Effect of Employee Engagement on Employee Performance through OCB at PT. BCA, Tbk Jember Branch.

Based on hypothesis test, employee engagement has a significant indirect effect on employee performance through OCB. This indirect effect is greater on contract employees than on permanent employees. This is because contract employees are having a strong desire to become permanent employees. Employee engagement is a positive attitude of employees to the organization and value of the organization. Engaged employees have a physical, cognitive, and emotional connection to their role in work (Albrecht, 2010). Employee engagement is the extent to which a person is committed, dedicated himself and loyal to his or her organization, employer, job and coworkers (Marciano, 2010). According to Schaufeli and Bakker (2003), the aspects that build on the dimensions of engagement are strength, dedication, and absorption. Dedication refers to feelings of meaning, enthusiasm, inspiration, pride and challenge. Absorption is characterized by full concentration, interest in work, and difficulty in breaking away from work. Highly dedicated employees mean having a great sense of responsibility for performance. The OCB dimension stated by Organ (2006) is the behavior of assisting co-workers in completing their work, the behavior of accepting unpleasant conditions or circumstances that are less ideal, and the responsibility behavior to participate in the company's life activities.

The results of this study support the research by Putu (2016) who found that there is significant influence of employee engagement through OCB on individual performance. This study does not support the research by Maharani et al (2013) who found that OCB does not mediate the relationship between transformational leadership on performance. That's because OCB arises from individuals not from others. When the employee is satisfied, he will contribute a higher role (OCB) than the other person's role. If employees are satisfied, their tendency to do OCB will be stronger.

The Indirect Effect of Organizational Commitment on Employee Performance through OCB at PT. BCA, Tbk Jember Branch.

Based on path analysis, it can be interpreted that organizational commitment has a significant effect on employee performance through OCB. The influence of existing organizational commitment on employee performance through OCB is greater value when it was done on contract employee than on permanent employees. This is because bhakti employees are still very eager to become permanent employees so they will show stronger commitment to the company.

Organizational commitment is a relative strength of the individual in identifying his or her involvement into the organization. Commitment to the organization means more than just formal membership, as it includes an attitude of liking to the organization and a willingness to seek high levels of effort for the benefit of the organization for the achievement of the goal. According to Greenberg & Baron (2003: 182) the forms of organizational commitment are: affective commitment, which is the strength of a person's desire in working for the organization or company because he agrees with the goals of the organization and wants to do it, continuance commitment, which is the strength of one's desire in continuing his job for the organization because he needs the job and can not do other work, and normative commitment, which is the strong desire of a person in continuing his work for the organization because he feels obliged from others to be maintained. Based on the above explanation, in the organizational commitment includes elements of loyalty to the organization, involvement in work, and identification of the values and goals of the organization. Highly committed employees will be responsible for all their actions or in other words created OCB so that performance can increase.

The results of this study do not support a research by Amanda (2013) who found that organizational commitment has a significant impact on employee performance, but organizational commitment has no significant effect on employee performance through Organizational Citizenship Behavior (OCB).

5. Conclusion

Based on the analysis done on contract and permanent employees in PT. BCA, Tbk Jember branch, we conclude some results. We finally can accept all of the hypotheses. We report that employee engagement has a significant direct effect on employee performance and this effect is found higher when it is done on permanent employees. The organizational commitment of PT. BCA employees has a significant direct effect on employee performance, and this effect is higher on the sample of contract employees. The employee engagement has a significant direct effect on OCB, and the effect magnitude is bigger on permanent employees. The organizational commitment has a significant direct effect on OCB and this kind of influence is found higher when it is done on contract employees of PT. BCA Jember Branch. The OCB of employees has a significant direct impact on employee performance and this relationship is stronger on contract

employees. We also report the indirect effects, first, there is a significant indirect effect of employee engagement on employee performance through OCB and this impact magnitude is larger on contract employees, and second, there is a significant indirect effect of organizational commitment on employee performance through OCB and this impact magnitude is also larger on contract employees than on permanent counterparts.

This research, as well as previous research, is also inseparable from the various shortcomings and limitations. That is, this research only applies survey method through closed questionnaire so that it is less sharp in exploring what is desired by the respondent actually. Therefore the conclusions drawn are based solely on data collected through the use of such written instrument. This research can be used to improve the insight and knowledge in the field of human resource management, especially about employee engagement and commitment to employee performance with OCB variable as intervening variable. The results of this study are expected to be useful as input and thought contribution, especially for PT. Bank Central Asia, Tbk Jember branch, in an effort to solve problems related to human resource development.

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