

The Role of Organizational Citizenship Behaviour as a Mediator on the Effect of Employee Engagement and Organizational Culture on Employee Performance in BPJS Ketenagakerjaan

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Abstract

The study aims to find out and analyse the relationship between employee engagement, organizational culture, organizational citizenship behaviour (OCB), and employee performance. The author administered 224 participants employee engagement scale, organizational culture scale, OCB scale, and employee performance scale in BPJS Ketenagakerjaan East Java area. The data is analysed by path analysis method in SPSS program. The result indicated that employee engagement and organizational culture affects positive significantly on OCB. Employee engagement, organizational culture and OCB also affects positive significantly on employee performance.

Keywords: Organizational Citizenship Behaviour, employee engagement, organizational culture, employee performance, organizational behaviour, path analysis.

Introduction

To cope with the era of competition that increasingly competitive, the success of an organization is not only includes the success of achieving organizational vision and mission, but also to be able to survive and compete with the competitors. The successful performance of an organization is certainly supported by employee performance. Dessler (2006) defines employee performance as the actual achievement of employees compared to the expected achievements of the employees. One of the highly determinants of low employee performance is determined by employee engagement.

Kahn (1990) defines employee engagement as an attempt by members of the organization to bind themselves to his role at work in physical, cognitive, and emotional. When employees feel enthusiastic and satisfied with the work, it can be ensured that employees have a good engagement and motivate to improve their performance (Allameh, 2014). Employee engagement has been found to be positively related to individual job performance (Kahn, 1990; Harter, 2002; Allameh, 2014).

Organizational culture can affect employee behavior, because the values itself can be used as a reference for employee behavior oriented toward achieving organizational goals (Joushan, 2015). Robbins (2006) states that culture is a set of values which are learned, convinced and having standard of knowledge, morality, laws, and attitude as conveyed by individual, organization, or community to behave in compliance with how basic habit regard him. When employees behave in accordance with organizational cultural values and feel engaged, then employees will provide better than expected in their work. This behavior is known as Organizational Citizenship Behavior (Gibbons, 2004).

Researches has argue that OCB significant positive effect on performance, it means that the higher the OCB, the higher the employee performance. (Dessler, 2000; Nufus, 2011; Cendani and Endang, 2015). Employees who have OCB will have high loyalty to the organization where they work. Dessler (2000) states through OCB employees are expected to understand the existence and limitations of their organizations, and voluntarily commit to the organization. This study attempts to examine the relationship between employee engagements, organizational culture, OCB, affect employee performance in BPJS Ketenagakerjaan East Java area, an institution that engaged in the implementation of social security in Indonesia.

Literature Review

Kahn (1990) defines employee engagement as personal engagement that utilizes themselves as members of the organization to carry out their work roles, in that engagement people employed express themselves physically, cognitively, and emotionally while doing work. Engagement refers to the condition of feelings and thoughts that are serious and consistent. Employees who are engaged will be willing to give more effort to ensure the organization can develop properly. Employee engagement not only makes employees able to contribute more to their work, but also can make them have higher loyalty and dedication thereby reducing the desire to leave the organization (Macey and Schneider, 2008).

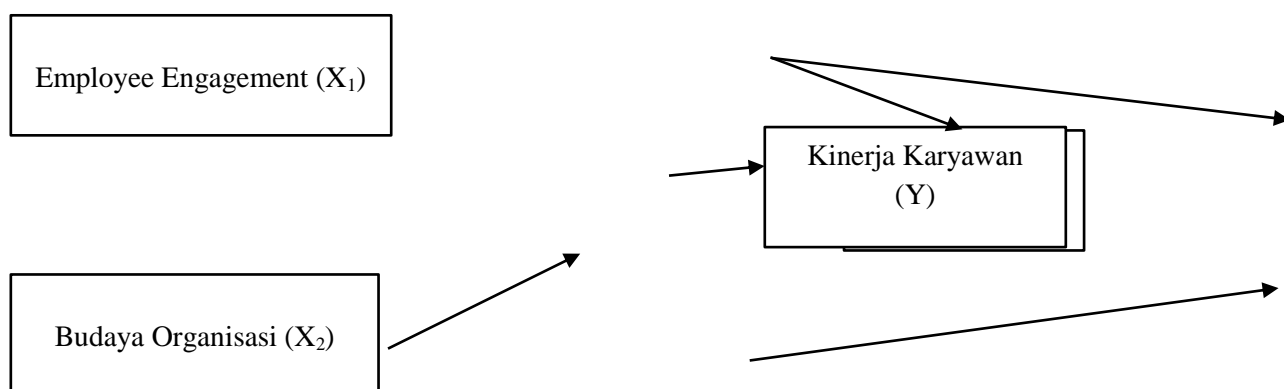
Employee engagement can bring employees to a state of positive self-fulfillment that characterized by vigor, dedication, and absorption (Schaufeli and Bakker, 2003). Vigor is behavior indicated by high energy, resilience, a willingness to invest effort on the job, the ability to not be easily fatigued, and persistence when confronted with difficulties. Dedication is a strong involvement in work, enthusiasm, and sense of pride and inspiration. Absorption is a pleasant state of being immersed in one's work experiencing time passing quickly, and being unable to detach from the job.

In addition to employee engagement, organizational culture can affect employee behavior, because values in organizational culture can be used as a reference for employee behavior oriented towards achieving organizational goals or predetermined performance results (Joushan, 2015). Culture within an organization or commonly referred to as organizational culture is a characteristic possessed by the organization that will be able to distinguish these organizations from other organizations (Robbins and Judge, 2013). Including Robbins and Judge (2013), characteristic of organizational culture are 1) innovation and willing to take a risk, 2) attention to detail, 3) orientation to result, 4) orientation to individuals, 5) orientation to team, 6) aggressiveness, and 7) stability. When employees behave in accordance with organizational cultural values and feel engaged, then employees will provide better than expected in their work. This behavior is known as Organizational Citizenship Behavior (Gibbons, 2004).

The concept of Organizational Citizenship Behavior (OCB) was introduced by Organ in the 1980s. OCB is employee behavior that exceeds the mandatory role that is not directly or explicitly recognized by the formal reward system (Organ, 2006). Podsakoff et al (2000) defines OCB as voluntary behavior, behavior exceeding task demands that contribute to organizational success. According to Organ (2006), OCB is characterized by altruism, conscientiousness, civic virtue, courtesy, sportsmanship. Altruism is behavior to help other employees do their work voluntarily without compulsion. Conscientiousness is behavior that is demonstrated by dedication to work and achieve results above standard. Civic virtue is behavior that give more attention to work as a form of support for organizational functions. Courtesy is employee's tendency to avoid conflicts with other employees. Sportsmanship behavior that shows a willingness to be tolerant of circumstances.

Conceptual Framework and Research Hypotesis

Based on the literature review, the conceptual framework guided this study is presented in Picture 1. This framework emphasizes employee performance as the dependent variable, employee engagement and organizational culture as independent variables, and also OCB as a mediating variable.



Picture 1: The conceptual framework of the study

To achieve the objectives of this study, the following five major research hypotheses are formulated based on the evidence drawn from comprehensive literature reviews:

- H₁ : Employee engagement has a positive significant effect on OCB
- H₂ : Organizational culture has a positive significant effect on OCB
- H₃ : Employee engagement has a positive significant effect on employee performance
- H₄ : Organizational culture has a positive significant effect on employee performance
- H₅ : OCB has a positive significant effect on employee performance

Methods

This study used a quantitative research design. A field survey method has been employed for collecting relevant primary data from the selected sample representing the study population. The target population are employees of BPJS Ketenagakerjaan in East Java area. The sample (n=224) was selected by used method purposive sampling.

There are five questions in section A used for measurement of signified control variables such as a gender, age, education, years of work, and working area. The researchers used five point Likert type scale as measurement scale for questions in part B (employee engagement), part C (organizational culture), part D (OCB), and part E (employee performance) ranging from 1 (strongly disagree) to 5 (strongly agree). The research instrument (questionnaire) was tested for mean and standard deviation to see the difference between variables. For reliability, Cronbach’s Alpha has been computed. Pearson Product Moment has been applied for finding correlations among the study variables (constructs) to identify the strength of relationships existing among the constructs. The path analysis has been conducted to assess the nature of relationships existing among the constructs.

Result

The result of validity and reliability test show that three items of employee engagement, seven items of organizational culture, five items of OCB, and six items of employee performance are valid with the loading factor were higher than 0.05. The internal consistency reliabilities were 0.746 for employee engagement, 0.824 for organizational culture, 0.730 for OCB, and 0.730 for employee performance. Researchers used multiple regression to examine the hypothesis. Based on the table 1, hypothesis 1 was supported. Correlation between employee engagement and OCB was positive and significant (B=0.149, p < 0.031). Correlation between organizational culture and OCB was positive and significant (B=0.632, p < 0.000), we can conclude that hypothesis 2 was supported.

Dependent Variable	Independent Variable	B	t	Sig
OCB	Employee engagement	0.149	2.167	0.031
	Organizational culture	0.632	9.176	0.000
Employee performance	Employee engagement	0.190	2.418	0.016
	Organizational culture	0.294	3.223	0.001
	OCB	0.260	3.429	0.001

Table 1: Result of multiple regression analysis

In hypothesis 3, we found that a positive and significant relationship between employee engagement and employee performance (B=0.190, p < 0.016). In hypothesis 4, there was a positive and significant relationship between organizational culture and employee performance (B=0.294, p < 0.001). Correlation between OCB and employee performance was positive and significant (B=0.260, p < 0.001), so hypothesis 5 was supported.

Discussions and Conclusions

The findings prove that correlation between employee engagement and OCB was positive and significant. Employees who feel bound have a high level of connection with their work. A high level of engagement promotes more proactive employee work behavior and initiative. In line with research by Qadeer et al (2016) and Ariani (2013) which states that employee engagement has a positive and significant effect on

Organizational Citizenship Behavior. The higher employee engagement, the higher the Organizational Citizenship Behavior behavior. Employees who feel attached to their work not only carry out their roles in accordance with their roles or positions, but will give more effort beyond their proper roles (Ariani, 2013).

The results of this study support previous studies that mention organizational culture significantly influence Organizational Citizenship Behavior (Purnama, 2016). According to Purnama (2016) organizational culture can be a determining factor for the success or failure of an organization in the future. Culture is the foundation for the organization. If the foundation is not strong enough, it is not strong enough to build the organization either.

The results of this study founded that there was a positive and significant relation between employee engagement and OCB. It's support previous research conducted by Cendani and Endang (2015) which states that there is a positive and significant effect on employee engagement on employee performance. This means that the higher the employee engagement, the higher the employee's performance.

The calculation results of the study found that there is a positive and significant influence between organizational culture on employee performance. These results are in line with the results of Afnita's research (2014) that organizational culture has a positive and significant effect on employee performance, where the research was conducted at the Central Office BPJS Employment. Purnama (2013) obtained similar research results, where organizational culture can be a factor in the success or failure of an organization in the future.

As we can see in table 1, there is a positive and significant effect on OCB and employee performance. In line with research conducted by Fitriastuti (2013) and Cendani and Endang (2015) Organizational Citizenship Behavior has a significant role to improve employee performance. This is also in line with the results of Purnama's (2013) research that organizations that have good performance also have a good level of Organizational Citizenship Behavior when compared to organizations with poor performance.

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