

The Effect of Employee Engagement on Job Satisfaction and Organizational Citizenship Behaviour (Ocb) In Employees Bpjs Ketenagakerjaan East Java

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Abstract

An effective way to retain employees is to maintain and foster a harmonious relationship between the organization and its employees. Good treatment of the company to its employees, will form a positive perception in the minds of its employees so that it arises in the name of engagement or employee engagement. Employees who have an attachment to the company will certainly have a sense of job satisfaction. Employee management must be directed to the ability to elevate Organizational Citizenship Behavior (OCB) through the job satisfaction of its employees, this is mainly because of the employee engagement function that provides a set of values for setting company priorities. The problem of employee engagement is essential for a company, because it will always be related to life in the company. The population of this research is all 557 permanent employees in East Java. The sample in this study was selected using the multistage sampling method. After mapping, eight offices were netted, namely Jember, Malang, Mojokerto, Pasuruan, Sidoarjo, Surabaya Karimunjawa, Surabaya Rungkut, and East Java Regional Office as many as 207. The research hypotheses proposed were 2 and were tested using the path analysis method. The conclusion is that employee engagement and job satisfaction partially affect the Organizational Citizenship Behavior (OCB) of East Java BPJS Ketenagakerjaan and employee engagement has a significant effect on job satisfaction of East Java BPJS Ketenagakerjaan .

Keywords: Employee Engagement, Job Satisfaction, Organizational Citizenship Behavior

1. Introduction

An effective way to retain employees is to maintain and foster a harmonious relationship between the organization and its employees. If employees feel they have a good and harmonious relationship with the organization, then the employee will provide the best for the organization. Good treatment of the company to its employees, will form a positive perception in the minds of its employees so that it arises in the name of engagement or employee engagement. Employees who have an attachment to the company will certainly have a sense of job satisfaction. Employee management must be directed to the ability to elevate Organizational Citizenship Behavior (OCB) through the job satisfaction of its employees, this is mainly because of the employee engagement function that provides a set of values for setting company priorities. The problem of employee engagement is essential for a company, because it will always be related to life in the company.

Employee engagement is an emotional and intellectual commitment to the organization (Richman, 2016) or a number of businesses exceeding the job requirements (discretionary effort) shown by employees in their work. Employees who have an attachment to the company will be emotionally and intellectually committed to the company and will give their best effort beyond what is targeted in a job.

Job satisfaction is a positive feeling about one's work that is the result of evaluating its characteristics (Robbins, 2014: 40). Job satisfaction is an emotional attitude that is fun and loves work (Hasibuan, 2014: 202). The dimensions of job satisfaction are satisfaction with pay (satisfaction with pay), satisfaction with promotion (satisfaction with promotion), satisfaction with colleagues (satisfaction with co-workers) satisfaction with supervisor (satisfaction with supervisor) and satisfaction with the job itself (satisfaction with work it self).

Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of roles in the workplace. OCB involves a number of behaviors which include helping others, volunteering for extra tasks, adhering to rules and procedures at work. These behaviors describe the added value of employees which is one form of pro social behavior, namely positive, constructive and meaningful social behavior that helps.

Some empirical studies that examine employee engagement, job satisfaction and Organizational Citizenship Behavior (OCB) that can be used as research gaps include Rachman and Aryo (2016) who find that employee engagement has a significant effect on job satisfaction, while Wibawa and Dewi (2016) find that employee engagement variables namely basic need and teamwork do not significantly influence job satisfaction, and management support and growth have a significant positive effect on job satisfaction. Andi (2010) found that job satisfaction variables had a positive and significant effect on OCB and Yuniar et al., (2012) who also found that job satisfaction had a significant positive effect on OCB. Amanda (2014), found that employee engagement has direct and indirect effect through employee communication on OCB, and Fatoni (2018), found that employee engagement has a significant direct effect on OCB.

BPJS Ketenagakerjaan is an institution that has succeeded in establishing a very good relationship with its employees, evidenced by BPJS Human Capital Employment which is flooded with many awards in terms of efforts to manage human resources. On September 6, 2016 BPJS Ketenagakerjaan won the Indonesia Best Employer 2016 award from Aon Hewitt. The appreciation was obtained from a very high level of employee engagement which is 92%. BPJS Ketenagakerjaan also received three awards from the Indonesian Human Capital Study (IHCS) on September 8, 2016. The awards were won Best Engagement (insurance sector), Best Employee Net promoter Score (NPV) (insurance sector), Best CEO Commitment for Human Capital Development. In the Indonesia Employee Engagement Index (IEEI) on March 27, 2017 BPJS Ketenagakerjaan received appreciation as the Highly Engaged Organization and Best Employee Engaged 2017. In addition to the Indonesia Human Capital Award III - 2017 event on April 28 2017, BPJS Ketenagakerjaan brought home again three awards at once including The Big 10 Human Capital Director 2017, 1st Best Indonesia Human Capital 2017 for the Category: Government Owned Companies and 1st Best Indonesia Human Capital for Overall 2017. These awards, are evidence of employee's high dedication to the institution.

Human Resources (HR) is the most important factor for BPJS Ketenagakerjaan in achieving success and success. In line with the big vision of increasing HR competencies with superior competence, BPJS Ketenagakerjaan continues to carve achievements in the management of its human resources. The following are BPJS Ketenagakerjaan achievements:

BPJS Ketenagakerjaan won three award categories at the same time at the 10th Asia's Best Employer Brand Awards 2019 held in Singapore. In the Organizational Category, BPJS Ketenagakerjaan won awards for Best Use of Technology for Recruiting and Award for HR Strategy. While in the Individual Category, BPJS Ketenagakerjaan through Naufal Mahfudz won the Chief of Human Resources (CHRO) of the Year award. This event was also attended by multinational companies and national countries in Asia. Also attended by leaders of multinational companies in Asia.

In order for all to be able to achieve the common goals BPJS Ketenagakerjaan strives to carry out these patterns in a balanced manner and continue to make updates.

Institutions in general believe that to achieve excellence must strive for individual performance to the fullest, because basically individual performance influences overall organizational performance. Good performance requires employee behavior that is expected by the organization. The expected behavior of an organization is not only inrole behavior, but also extrarole behavior. This extrarole behavior is also called Organizational Citizenship Behavior or OCB. It is not surprising that this study of OCB and employee engagement is so important, especially for agencies that continue to want to improve their performance and productivity.

Therefore, based on this phenomenon, the presentation achieved by BPJS Ketenagakerjaan, the researcher wants to show the importance of revealing how the influence of employee engagement on job satisfaction and Organizational Citizenship Behavior on BPJS Ketenagakerjaan employees, especially in East Java. Based on the background that has been described, the researcher is optimistic in this study that the results of

this study can be beneficial for BPJS Ketenagakerjaan so as to be able to improve the performance and mandate as a public legal entity serving with excellence.

2. Literature Review

a. Employee Engagement

Employee engagement is a high emotional and intellectual relationship that employees have towards their work, organization, manager, or coworkers who have an influence to increase discretionary effort in their work (Hughes and Rog (2008), in Wibawa and Dewi, 2016). A good relationship with work that is the responsibility of the employee, the organization where he works, the manager who is his supervisor and provides support and advice, or colleagues who support each other makes individuals able to give the best effort that exceeds the requirements of an employee a job.

Saks (in Wibawa and Dewi, 2016) put forward an explanation of attachment as a motivational construct that has two dimensions which include attention (one's cognitive availability to think about his work role in a period of time) and absorption (one's intensity in focusing on his work role). Employee engagement is also shown by the behavior of employees who give more effort to their work and are able to work effectively and efficiently in the work environment.

b. Job satisfaction

Job satisfaction is a collection of feelings and beliefs that someone has about the work being undertaken (George and Jones, 2012: 80). Job satisfaction has the power to influence behavior in organizations and contribute to the level of employee satisfaction. Job satisfaction is a pleasant or unpleasant emotional state that employees feel about their work

Mathis and Jackson (2013: 98) mention that job satisfaction is a positive emotional state evaluating one's work experience. Job dissatisfaction arises when expectations are not met. Job satisfaction has many dimensions, in general the stages observed are satisfaction in the work itself, salary, recognition, the relationship between superior and workforce, and the opportunity to progress. Each dimension produces a feeling of overall satisfaction with the work itself, but work also has a different definition for others. Job satisfaction as an individual's general attitude towards his job (Robbins, 2014: 148). Someone with a high level of job satisfaction shows a positive attitude towards his job, someone who is dissatisfied with his job shows a negative attitude towards his job. Indicators that affect employee job satisfaction consist of five factors (Luthan, 2014: 431): Payment, such as salary or wages, the job itself, coworkers, job promotion, and supervision (supervision)

c. OCB (Organizational Citizenship Behavior)

The term Organizational Citizenship Behavior (OCB) was first raised by Organ in the early 1980s, but long before that year Bardnard (1938) had used a concept similar to OCB and called it a willingness to cooperate. In 1964, Katz used a similar concept and called it innovative and spontaneous behavior (Budihardjo, 2014).

Organizational Citizenship Behavior (OCB) is a contribution from an individual that exceeds the demands of his role at work and gets rewarded from his performance. OCB involves a number of individual behaviors which include helping others, volunteering for extra tasks, and complying with rules and procedures at work. These behaviors describe "employee added value" which is one form of prosocial behavior, namely positive, constructive and meaningful social behavior that helps (Aldag & Resckhe, 1997). Voluntary behavior is called extrarole behavior in the company better known as Organizational Citizenship Behavior (OCB).

OCB behavior is not present in employee job descriptions but it is desirable to exist because it supports an increase in the effectiveness and survival of an organization or company, especially in a business environment where competition is increasingly fierce. That is, someone who has a high OCB will not be paid in the form of money or a certain bonus, but OCB is more on the social behavior of each individual to work beyond what is expected, such as tolerance in situations that are less ideal / pleasant at work, giving constructive suggestions at work, and not wasting time at work (Robbins, 2014: 87).

The hypotheses in this study are:

H1: Employee engagement and job satisfaction partially affect Organizational Citizenship Behavior (OCB) employees of BPJS Ketenagakerjaan of East Java,

H2: Employee engagement affects job satisfaction of East Java BPJS Ketenagakerjaan ,

3. Methodology

This research can be classified as confirmatory research. The study population was all permanent employees of the BPJS Ketenagakerjaan in East Java. The total population of permanent employees BPJS Ketenagakerjaan in East Java there are 557 employees. Taken permanent employee population, because employees already have an attachment to the company. The sample in this study was selected using the multistage sampling method (stepwise sampling technique), namely:

a. For city selection, using purposive sampling where the city is selected with the highest number of employees,

b. For employee selections, using purposive sampling where employees who become the study sample are:

1) Is a permanent employee of BPJS Ketenagakerjaan at the East Java Regional Office, both Structural Officer and non-Structural Officer employees.

2) Have a minimum working period of 3 (three) years, because employees at least have known and felt the culture in BPJS Ketenagakerjaan , and it is considered that engagement and OCB are sufficient.

After mapping, there were 8 Offices netted, namely Kacab Jember, Malang, Mojokerto, Pasuruan, Sidoarjo, Surabaya Karimunjawa, Surabaya Rungkut, and Regional Offices of East Java totaling 207.

The variables in this study are: Exogenous variables are employee engagement (X). Endogenous Intervening Variables are job satisfaction (Y1), and Endogenous Variables are OCB (Y2). The analytical tool used is path analysis

4. Results and Discussion

a. Characteristics of Respondents

Respondents in this study were all permanent employees of the East Java BPJS Ketenagakerjaan , by choosing the branch that had the most permanent employees, the branches were in Banyuwangi, Jember, Mojokerto, Pasuruan, Sidoarjo, Surabaya Darmo, Surabaya Karimunjawa, Surabaya Rungkut, and Regional Office of East Java. The characteristics of the respondents analyzed in this study were age, last education and years of service.

1). Characteristics Based on Age

An overview of the characteristics of East Java BPJS Employee respondents by age can be seen in Table 4.1 with ages ranging from 21 to 30 years, 31 to 40 years, 41 to 50 years and more than 50 years.

Table 1: Composition of Respondents by Age

No	Age	Number of Respondents (People)	Percentage (%)
1	21 – 30 Years	106	52
2	31 – 40 Years	46	22
3	41 – 50 Years	38	18
4	> 50 Years	16	8
Jumlah		206	100

Source: Data processed in 2020

Based on Table 1, it can be seen that the majority of East Java BPJS Ketenagakerjaan employees aged between 21 years and 30 years were 106 employees. Ages 31 to 40 years there are 46 respondents, Ages 41 to 50 years there are 38 employees, and there are 16 respondents aged more than 50 years. Based on the age analysis, it appears that the number of employees who are still very productive, means that the East Java

BPJS Ketenagakerjaan uses productive young age to improve the performance of East Java BPJS Ketenagakerjaan .

2). Characteristics of Respondents in Accordance with Recent Education

The description of BPJS Ketenagakerjaan East Java respondents regarding the level of education can be seen in Table 2 with the criteria of high school or equivalent, D1 / D2 / D3, S1 (Bachelor), and S2 (Masters).

Table 2: Composition of Respondents by Latest Education

No	Last education	Number of Respondents (People)	Percentage (%)
1	Last Education High School	1	0,4
2	D1/D2/D3	13	6
3	S1 (Bachelor)	164	79,6
4	S2 (Magister)	28	14
Jumlah		206	100

Source: Data processed in 2020

Table 2. Shows that the composition of respondents based on their most recent education, the majority of East Java BPJS Ketenagakerjaan have Strata 1 (S1) last education as many as 164 employees, and there are 28 employees with a Masters degree, and 13 with D1 / D2 education D3 and only 1 employee with the last high school education or equivalent. The analysis shows that the majority of East Java BPJS Ketenagakerjaan are considered to have high education, minimum S1.

3). Characteristics Based on Years of Service

An overview of the characteristics of East Java BPJS Ketenagakerjaan respondents based on years of service can be seen in Table 4.3 with a span of 3-5 years, 6-10 years, 11-15 years and more than 15 years.

Table 3: Composition of Respondents Based on Years of Service

No	Years of service	Number of Respondents (People)	Percentage (%)
1	3 – 5 Years	100	49
2	6 – 10 Years	20	10
3	11 – 15 Years	29	14
4	> 15 Years	57	27
Jumlah		206	100

Source: Data processed in 2020

East Java BPJS Ketenagakerjaan has permanent employees with a service period of 3 to 5 years that is as many as 100 people, working more than 15 years as many as 57 people, while the service period of 11 to 15 years there are 29 people and tenure of 6 to 10 years there are 20 people, matters this indicates that the East Java BPJS Ketenagakerjaan have employees who have committed to the company.

b. Path Analysis

Path analysis was chosen to analyze the effect of employee engagement on OCB with job satisfaction as an intervening variable on permanent employees of East Java BPJS Ketenagakerjaan . The results of testing the direct effect path coefficients are presented in Table 4.

Table 4: Direct Effect Pathway Coefficients

Exogenous Variables	Endogenous Variables	Koef. Standardize	Sig	Information
<i>Employee engagement (X)</i>	OCB (Y ₂)	0,358	0,000	Significant

<i>Job satisfaction (Y₁)</i>	OCB (Y ₂)	0,440	0,000	Significant
<i>Employee engagement (X)</i>	<i>Job satisfaction (Y₁)</i>	0,757	0,000	Significant

Source: Data processed in 2020

Table 4. shows that employee engagement has a dominant effect on job satisfaction with a direct influence path coefficient of 0.757 or the employee engagement pathway to job satisfaction is the strongest path. Then followed by a path from job satisfaction to OCB with a coefficient of direct influence 0.440, and can be expressed in the form of an equation as follows:

$$Y_1 = 0.757 X + e$$

$$Y_2 = 0.358 X + 0.440 Y_1 + e$$

c. Hypothesis Test Results (t Test)

The research hypothesis testing aims to partially test employee engagement and job satisfaction on East Java Organizational Citizenship Behavior (OCB) employees and the effect of Job satisfaction on Organizational Citizenship Behavior (OCB) employees of East Java BPJS Ketenagakerjaan .

Table 5: Test Summary Results t

Exogenous Variables	Endogenous Variables	t _{hitung}	t _{Tabel}	Signifikan
<i>Employee engagement (X)</i>	OCB (Y ₂)	5,029	1,971	0,000
<i>Job satisfaction (Y₁)</i>	OCB (Y ₂)	6,182		0,000
<i>Employee engagement (X)</i>	<i>Job satisfaction (Y₁)</i>	16,547		0,000

Source: Data processed in 2020

First Hypothesis (H1)

Hypothesis test results with employee engagement as exogenous variables and OCB as endogenous variables, showed that tcount > tTable and sig < 0.05, (5.029 > 1.971 and 0.000 < 0.05). Job satisfaction as an exogenous variable and OCB as an endogenous variable, showed that tcount > tTable and sig < 0.05, (6.182 > 1.971 and 0.000 < 0.05). This shows the first hypothesis (H1) which states that employee engagement and job satisfaction partially affect the Organizational Citizenship Behavior (OCB) of East Java BPJS Ketenagakerjaan employees, is accepted.

Second Hypothesis (H2)

Table 4.10 shows that tcount > tTable and sig < 0.05 on employee engagement as an exogenous variable and job satisfaction as an endogenous variable (16,547 > 1,971 and 0,000 < 0.05). The second hypothesis (H2) which states that employee engagement affects the job satisfaction of East Java BPJS Ketenagakerjaan is accepted.

d. Path Calculation

The Path Analysis model after analysis is presented as follows:

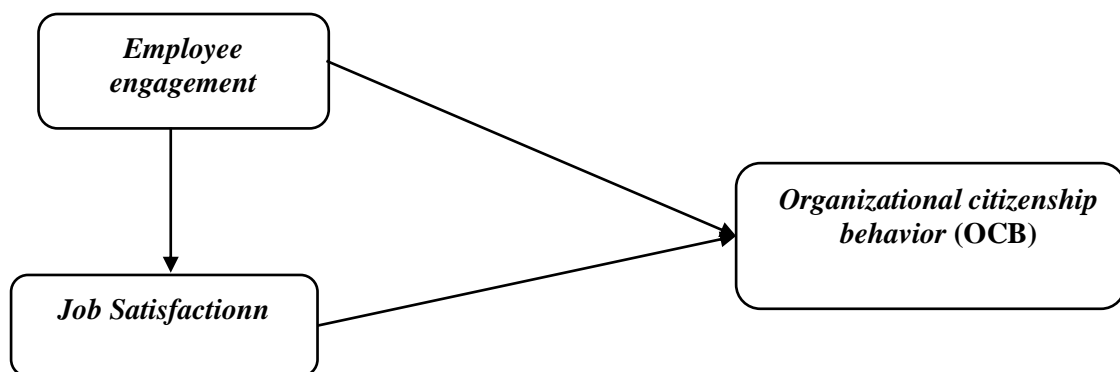


Figure 1: Path Analysis Model

Source: Data processed 2020

Calculation of direct effect comparison between employee engagement variables (X) on OCB (Y2), direct influence between job satisfaction (Y1) on OCB (Y2), direct influence between employee engagement (X) on job satisfaction (Y1) and indirect effects between employee engagement (X) to OCB (Y2) through intervening job satisfaction (Y1) variables.

1) Direct Effect (Direct Effect or DE):

a. The effect of employee engagement variable (X) on OCB (Y2)

$$DE_{xy2} = X \square Y2 \\ = 0,412$$

b. The effect of job satisfaction (Y1) on OCB (Y2)

$$DE_{y1y2} = Y1 \square Y2 \\ = 0,440$$

c. The effect of employee engagement variable (X) on job satisfaction (Y1)

$$DE_{xy1} = X \square Y1 \\ = 0,757$$

2) Indirect Effect (Indirect Effect or IE):

The indirect effect between employee engagement (X) on OCB (Y2) through intervening job satisfaction (Y1) variables.

$$I_{exy1y2} = X \square Y1 \square Y2 \\ = (0,358) + \{(0,757 \times 0,440)\} \\ = 0,0,691$$

The analysis shows that the value of the influence of the direct variable is smaller than the value of the indirect effect, this is because the indirect effect is still through the intervening variable or there is an intermediate variable where the value of the indirect effect is obtained from calculations involving the value of the direct variable.

Discussion

The purpose of this study was to examine and analyze the effect of employee engagement and job satisfaction partially on BPJS Ketenagakerjaan Behavior (OCB) employees in East Java. The sample used is all permanent employees who have worked for at least 3 years spread in East Java. BPJS Ketenagakerjaan has won many awards related to employees for 3 years in a row. That phenomenon is what drives the research by choosing East Java as a sample area. The branch with the most permanent employees was selected as a sample, so 206 respondents were collected. The path analysis results show that employee engagement has a significant effect on job satisfaction and OCB. Next is the explanation of each hypothesis proposed?

a. The Influence of Employee Engagement and Job Satisfaction Partially on Organizational Citizenship Behavior (OCB) employees of BPJS Ketenagakerjaan of East Java

The results of the analysis prove that employee engagement and job satisfaction partially affect Organizational Citizenship Behavior (OCB), which means that the better employee engagement that occurs and the perceived job satisfaction of East Java BPJS Ketenagakerjaan, the better the Organizational Citizenship Behavior (OCB) employees. East Java BPJS Ketenagakerjaan has ± 28% of senior employees and a working period of more than 15 years, this shows that in East Java BPJS Manpower in running the company is held by people who are experienced in their fields and have high commitment to the company. High commitment owned by employees is proof that they have employee engagement.

Employee engagement is a high emotional and intellectual relationship that employees have towards their work, organization, manager, or coworkers who have an influence to increase discretionary effort in their work (Hughes and Rog (2008), in Wibawa and Dewi, 2016). Employee engagement is also shown by the behavior of employees who give more effort to their work and are able to work effectively and efficiently in the work environment.

Organizational Citizenship Behavior (OCB) is a contribution from an individual that exceeds the demands of his role at work and gets rewarded from his performance. OCB involves a number of individual behaviors which include helping others, volunteering for extra tasks, and complying with rules and procedures at work.

Employees of BPJS Ketenagakerjaan in East Java, have employee engagement because BPJS Ketenagakerjaan :

- a. provide opportunities for employees to develop in the past five years;
- b. have a colleague at BPJS Ketenagakerjaan who is committed to the quality of work, the mission and goals of the company;
- c. BPJS Ketenagakerjaan Management encourages employees to progress in all matters; and
- d. BPJS Ketenagakerjaan provides supporting facilities needed by employees to work.

Employee engagement that is owned by employees will ultimately encourage Organizational Citizenship Behavior (OCB). East Java BPJS Ketenagakerjaan also feel job satisfaction, where the feeling of satisfaction arises because:

- a. salary provided by BPJS Ketenagakerjaan ,
- b. the nature of the work itself,
- c. relations with colleagues are good,
- d. there is a promotion given by BPJS Ketenagakerjaan and
- e. have a boss who always gives a good job direction

OCB owned by East Java BPJS Ketenagakerjaan is proven by

- a. always helping co-workers voluntarily,
- b. never complained even though the BPJS Labor situation was not pleasant,
- c. accept the rules and procedures applicable at BPJS Ketenagakerjaan ,
- d. always promoting the image of the BPJS Ketenagakerjaan organization to outside parties,
- e. always involved in activities organized by BPJS Ketenagakerjaan conducted for the sake of the company's survival,
- f. always volunteering to improve creativity so that the performance of BPJS Ketenagakerjaan increases, and
- g. always strive to improve knowledge, skills and abilities without being asked by the BPJS Ketenagakerjaan

The results of this study accept the first hypothesis which states that Employee engagement and job satisfaction partially affect the Organizational Citizenship Behavior (OCB) employees of BPJS Ketenagakerjaan of East Java.

The results of this study support research conducted by Amanda (2014) who found that employee engagement influences OCB. Andi (2010) who found that job satisfaction had a positive and significant effect on OCB. Yuniar et al., (2012) also found that job satisfaction had a significant positive effect on OCB. Fatoni (2018) also found that employee engagement had a significant direct effect on OCB. Prabasari, et al (2018) found that employee engagement influences organizational citizenship behavior

b. The Effect of Employee Engagement on Job Satisfaction of East Java BPJS Ketenagakerjaan .

The results of testing and analysis show that employee engagement has a significant effect on job satisfaction of East Java BPJS Ketenagakerjaan . The second hypothesis which states that employee engagement has a significant effect on job satisfaction of East Java BPJS Ketenagakerjaan , is accepted. That is, the better employee engagement that employees have, the better the satisfaction they feel.

Job satisfaction is a collection of feelings and beliefs that someone has about the work being undertaken (George and Jones, 2012: 80). Job satisfaction has the power to influence behavior in organizations and contribute to the level of employee satisfaction. Job satisfaction is a pleasant or unpleasant emotional state that employees feel about their work (Handoko, 2015: 193).

East Java BPJS Ketenagakerjaan have employee engagement and are satisfied because:

- a. East Java BPJS Ketenagakerjaan provides opportunities for employees to develop in the last five years;
- b. have a colleague at BPJS Ketenagakerjaan who is committed to the quality of work, the mission and goals of the company;
- c. BPJS Ketenagakerjaan Management encourages employees to progress in all matters; and
- d. BPJS Ketenagakerjaan provides supporting facilities needed by employees to work.
- e. salary provided by BPJS Ketenagakerjaan ,
- f. the nature of the work itself
- g. relations with colleagues are good,
- h. there is a promotion given by BPJS Ketenagakerjaan and
- i. have a boss who always gives a good job direction

The results of this study are in line with research conducted by Rachman and Aryo (2016) which found that employee engagement has a significant effect on job satisfaction. Wibawa and Dewi (2016) found that employee engagement had a significant positive effect on job satisfaction.

Conclusion

The conclusion is as follows:

1. Employee engagement and job satisfaction partially affect Organizational Citizenship Behavior (OCB) employees of BPJS Ketenagakerjaan in East Java. The first hypothesis in this study, was accepted. East Java BPJS Ketenagakerjaan can continue to improve its performance by maintaining good employees by continuing to provide motivation and appreciation to encourage new employees, old or senior employees to become more engaged in the company.
2. Employee engagement has a significant effect on job satisfaction of East Java BPJS Ketenagakerjaan . The second hypothesis in this study was accepted. East Java Employment BPJS also continues to pay attention to what employees feel related to job satisfaction and OCB.

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