

THE INFLUENCE OF EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE MEDIATED BY ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

This research discusses employee engagement, organizational support, organizational citizenship behavior on employee performance at PT. XYZ. The purpose of this research is to analyze and explain the effect of employee engagement and organizational support on employee performance through organizational citizenship behavior as a mediating variable at PT XYZ. In this research using quantitative methods and questionnaires as a data collection technique. The sample for the questionnaire was 210 employees of PT XYZ. Data analysis techniques using structural equation modeling with partial least square method (PSL-SEM). The findings of this research showed that: (1) employee engagement has a positive and significant effect on employee performance, (2) organizational support has a positive and significant effect on employee performance, (3) ocb has a positive and significant effect on employee performance, (4) ocb mediates between employee engagement and employee performance, (5) ocb mediates between organizational support and employee performance.

Keywords: *Employee engagement, organizational support, organizational citizenship behavior, employee performance.*

1. INTRODUCTION

The highly intensive business competition demands organizations to continually demonstrate optimal performance, which is key to effective competitiveness. Organizations must overcome various challenges, including technological changes, and maintaining high performance levels is crucial for staying ahead in the competition. Expectations from employees include taking initiatives, collaborating effectively, and being independent in the competitive landscape. Additionally, organizations need to understand that complex business challenges can be addressed through performance improvement. Improving performance is not just a strategy but a necessity to ensure sustainability and competitiveness in a dynamic business environment.

Research suggests that Organizational Citizenship Behavior (OCB) can mediate the relationship between employee engagement and employee performance. However, conflicting research indicates that employee engagement may not have a significant impact on employee performance (Nathaniel, 2023). Moreover, other factors influencing employee performance, such as organizational support, have been identified. Companies need to provide support to their employees, enabling them to take initiatives for better performance (Liao et al., 2019). Additionally, OCB has been identified as a mediator for organizational support's impact on employee performance (Y Yanuar, 2019).

This creates a research gap in understanding the relationship between employee engagement and employee performance. Despite existing research on employee engagement, organizational support, and Organizational Citizenship Behavior, there are still gaps in the literature. Therefore, this research aims to contribute to the understanding of how levels of employee engagement and organizational support can contribute to improved employee performance through

Organizational Citizenship Behavior.

The management of PT. XYZ has established performance measurement indicators based on job performance, helping or citizenship behavior, contextual performance, and task performance. Performance assessments are categorized with weights assigned as follows: A: Excellent, B: Good, C: Satisfactory, D: Poor. This study is conducted at PT. XYZ, involving 210 employees.

Tabel 1. Employee Performance Evaluation at PT. XYZ for the Year 2022
 Source: PT. XYZ (2022)

No.	Department	Total	A	B	C	D
1.	Director	3	1	2	0	0
2.	Internal Audit Unit	8	2	6		
3.	Planning & Development Department	18	4	7	5	2
4.	Production & Distribution Department 1	40	0	37	3	0
5.	Production & Distribution Department 2	43	5	28	7	3
6.	Technical Control Department	18		18	0	0
7.	Secretariat Department	14	2	11	1	0
8.	Finance Department	11		11	0	0
9.	Human Resources & Information Technology Department	20	8	12	0	0
10.	Logistics Department	18	0	15	3	0
11.	Business unit AMDK	17		17	0	0
	Total	210	22	164	19	5

Based on the data above, it is known that the total number of employees at PT. XYZ is 210, with 10.47% classified as A, 66.19% as B, 16.19% as C, and 0.38% as D. From this data, it can be concluded that there are some employees who have not met the performance standards set by PT. XYZ. This situation needs to be reassessed to achieve a more optimal level of performance.

Through efforts to improve employee engagement and organizational support through OCB, it is expected to address organizational challenges related to performance assessments. There are several performance evaluation aspects that have not met the standards, and effective solutions are needed. These steps are anticipated to be a solution for the company to optimize employee performance more effectively and efficiently, aligning with the standards set by the company.

2. RESEARCH METHOD

This research identifies factors influence employee performance, one of which is employee engagement. Employee engagement occurs when employees are truly involved in the tasks and responsibilities assigned by the organization. This involvement goes beyond task completion and extends to how employees can positively contribute to the performance and effectiveness of the organization. Engaged employees are less likely to leave their jobs. Work engagement is an informal role that employees play, involving aspects like willingness (Roberson and Strickland, 2010). In engagement, employees tend to have high productivity in task completion. Schaufeli and Arnold B. Bakker (2010) indicate employee engagement indicators: Extra-role behavior, Personal Initiative, Job Satisfaction, Positive Affectivity. Another factor affecting employee performance beside employee engagement is organizational support.

Organizational support is a perception of the extent to which an organization values employee contributions (Chiang and Hsieh, 2012). When employees feel that the organization cares and provides support, it creates a positive environment, motivating employees to work better (Eisenberger et al., 1986). According to Rhoades and Eisenberger (2022), organizational support

indicators include: employees being appreciated by the organization for their contributions, the organization prioritizing employee well-being by providing high attention, employees receiving care from the organization, the organization giving full attention to employees, and the organization taking pride in the achievements of employees.

Organizational Citizenship Behavior (OCB), according to Organ (1988), refers to the contributions employees make to the organization indirectly through individual awareness. This involves behaviors outside their primary tasks, such as showing care among colleagues within an organization (Robbins and Marry Coulter, 2012). According to Organ et al. (1966), OCB has several indicators: Altruism helping, Conscientiousness, Civic Virtue, Sportsmanship, and Courtesy. Another study mentioning that OCB can mediate organizational support on employee performance is by Yanuar, (2019).

Based on the theoretical foundation above, this research identifies two independent variables and a mediating variable. Each is formulated within a framework of thing and develops each is formulated within a framework of thinking and develops research hypotheses toward the dependent variable. The theoretical framework and hypotheses constructed in this reseach are as follows.

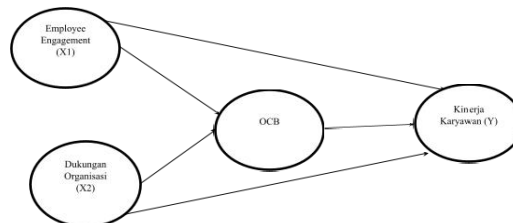


Figure 1. The theoretical framework

- H1: Employee engagement has a significant and positive influence on employee performance.
- H2: Organizational support has a significant and positive influence on employee performance.
- H3: Employee engagement has a significant and positive influence on organizational citizenship behavior
- H4: Organizational support has a significant and positive influence on Organizational Citizenship Behavior.
- H5: Organizational Citizenship Behavior mediates the relationship between employee engagement and employee performance
- H6: Organizational Citizenship Behavior mediates the relationship between employee engagement and employee performance
- H7: Organizational citizenship behavior mediates the relationship between organizational support and employee performance

This study applies the Cross-Sectional method, aimed at investigating the dynamic relationship between risk factors and effects at a specific point in time (Notoatmojo, 2002). The research period spans from June 06, 2023, until July 01, 2023. Data collection method is conducted through questionnaires. During the research implementation, questionnaires are distributed by meeting directly with the Human Resources Development (HRD) at PT. XYZ. HRD plays a crucial role in distributing questionnaires to all respondents, which are 210 employees. The questionnaire distribution process is carried out directly by HRD to each employee, and a certain timeframe is provided for completion. The analysis method in this study employs the Structural Equation Model (SEM) approach. SEM is used to comprehensively explain the relationships between the variables in the research, namely employee engagement (X1) and organizational

support (X2) towards employee performance (Y), with organizational citizenship behavior (Z) as the mediating variable.

3. RESULTS AND DISCUSSIONS

The research sample consists of employees of PT XYZ totaling 210 respondents.

Table 2. Characteristic of Respondents

Profile Characteristics	Frequency	Percentage %
Gender		
Male	168	80.0
Female	42	20.0
Total	210	100.0
Age		
20-30	38	44.8
31-40	78	18.1
>41	94	37.1
Total	210	100.0
Education of Level		
SMA/SMK	63	30%
Diploma	31	14.8
Strata 1 (S1)	113	53.8
Postgraduate (S2)	3	1.4
Total	210	100.0
Based on Length of Service		
< 2	17	8.1
2-5	39	18.6
> 5	154	73.3
Total	210	
Based on the Employee Status		
Kontrak	30	14.3
Tetap	180	85.7
Total	210	100.0

Based on the table above, it is known that the respondents are divided into two groups based on Gender, namely Male and Female. Out of a total of 210 respondents, 80% of them are male, and the remaining 20% are female. From the table above, males are the largest group of respondents, reaching 80% of the total respondents. Based on Age, it is divided into three age groups: 20-30 years, 31-40 years, and above 41 years. The majority of the 100 respondents, approximately 44.8%, are aged between 20-30. Meanwhile, the other age groups have smaller percentages, with approximately 37.1% aged above 41 and 18.1% aged 31-40. Regarding Education Level, respondents with the highest formal education background among employees are Bachelor's degree (S1) graduates, with a total of 113 respondents, covering a percentage of 53.8%. Meanwhile, based on Length of Employment, the majority of employees have worked for more than 5 years, consisting of 154 employees with a percentage of 73.3%. Based on Employment Status, the majority of employees are permanent employees, with a total of 180 and a percentage of 85.7%.

Analysis is conducted to measure the validity and reliability of a model. In the outer model, reflective indicators are used (Ghozali, 2015). According to Ghozali (2020), validity testing is used to determine the validity or reliability of a questionnaire or the extent to which a measuring

instrument can be relied upon. Validity testing plays a crucial role in ensuring that each instrument is designed in accordance with the concepts of each variable in the research

Tabel 3. Results of AVE test
 Source: SmartPLS Processing results

Variabel	Average Variance
(EE)	0,601
(DO)	0,692
(OJB)	0,593
(JP)	0,611

Based on the above Table 3, it is observed that the AVE values for the variables employee engagement, organizational support, employee performance, and OCB are greater than 0.05. Therefore, it is concluded that each variable has good discriminant validity. Through cross-loading, where each variable must have a value greater than the correlation between constructs in the model of 0.07,

Tabel 4. Results of the outer loading test
 Source: SmartPLS Processing results

Indikator	EE	DO	OCB	JP
EE.1	0.744			
EE.2	0.749			
EE.3	0.810			
EE.4	0.802			
EE.5	0.741			
EE.6	0.775			
EE.7	0.753			
EE.8	0.801			
EE.9	0.785			
EE.10	0.790			
DO.1		0.777		
DO.2		0.853		
DO.3		0.827		
DO.4		0.865		
DO.5		0.832		
DO.6		0.820		
DO.7		0.818		
DO.8		0.858		
OCB.1			0.704	
OCB.2			0.730	
OCB.3			0.817	
OCB.4			0.766	
OCB.5			0.801	
OCB.6			0.721	
OCB.7			0.819	
OCB.8			0.809	
OCB.9			0.743	
OCB.10			0.778	
JP.1				0.744
JP.2				0.813
JP.3				0.835
JP.4				0.821
JP.5				0.822
JP.6				0.744

JP.7	0.772
JP.8	0.784
JP.9	0.743
JP.10	0.730
JP.11	0.797
JP.12	0.817
JP.13	0.730
JP.14	0.782

The results of the analysis from Table 4 reveal that the variables employee engagement, organizational support towards employee performance through OCB, have loading factors above 0.7. This means that these variables are considered valid.

Inner model analysis aims to predict the relationships between latent variables (Ghozali, 2015). The evaluation of the inner model can be seen through various indicators, including structural analysis methods that focus on the relationships between latent variables.

The coefficient of determination is used as an indicator to assess the extent of the influence of exogenous variables on endogenous variables. When the R2 value reaches 0.75, it is considered to have a strong influence, while a value of 0.50 is considered to have a weak influence (Ghozali, 2015).

Tabel 5. Results of the Coefficient of Determination Test
 Source: SmartPLS Processing results

Variabel	R Square
OCB	0,803
EE	0,817

The analysis of R-Square results indicates that the ability of the independent variables, namely employee engagement and organizational support, to influence employee performance is 81.7%. This means that the remaining 18.3% is influenced by other variables not discussed in this study. Meanwhile, the influence of employee engagement and organizational support on OCB is found to be 83%, indicating that the remaining 17% is influenced by other variables outside the scope of this study.

Hypothesis testing is used to examine the relationship between dependent and independent variables. The evaluation of hypotheses involves probability values and T-statistics. In the context of a 5% significance level, (Ha) is accepted and (H0) is rejected if the T-statistic value is greater than the critical t-table value, which is equivalent to 1.96. Meanwhile, (Ha) is accepted if the p-value is less than 0.05. In this study, a significance level of 5% is used for making statistical decisions, with a confidence level of 95% in decision-making

Tabel 6. Results of Path Coefficient
 Source: SmartPLS Processing results

Variabel	Statistic	P-Value
EE→JP	5.754	0.000
EE→OCB	7.039	0.000
DO→JP	0.885	0.032
DO→OCB	0.554	0.000
OCB→JP	5.067	0.000

The first hypothesis stating that employee engagement (X1) has a positive and significant effect on employee performance (Y) is accepted. This is supported by the T-statistic with a value of 5.754 and a p-value of 0.000, which is less than 0.05. The second hypothesis stating that employee engagement (X1) has a positive and significant effect on OCB (Z) is accepted. This is supported by the T-statistic with a value of 7.039 and a p-value of 0.000, which is less than 0.05. The third hypothesis stating that organizational support (X2) has a positive and significant effect on employee performance (Y) is accepted. This is supported by the T-statistic with a value of 0.885 and a p-value of 0.032, which is less than 0.05. The fourth hypothesis stating that organizational support has a positive and significant effect on OCB (Z) is accepted. This is supported by the T-statistic with a value of 0.554 and a p-value of 0.000, which is less than 0.05. The fifth hypothesis stating that OCB has an effect on employee performance is supported by the T-statistic with a value of 5.067 and a p-value of 0.000, which is less than 0.05.

Mediati employed to examine the influence of intervening variables. This analysis aids in identifying patterns of relationships among variables in the study.

Mediation test is used to examine the influence of intervening variables. This analysis helps identify patterns of relationships between variables in the study

Tabel 7. Result of Specific Indirect Effect
 Source: SmartPLS Processing results

Variabel	T-Statistic	P-Values
E→OCB→JP	4.383	0.000
O→OCB→JP	4.546	0.000

Based on Table 7, it is indicated that there is an influence between employee engagement and employee performance mediated by OCB, with a t-statistic value of 4.383 and a p-value of 0.000. Similarly, the influence of organizational support on employee performance mediated by OCB is significant, with a t-statistic value of 4.546 and a p-value of 0.000.

Tabel 8. The Recapitulation of Hypothesis Testing Results
 Source: SmartPLS Processing results

Hipotesis	Values
There is an influence of employee engagement on employee performance.	0.000
There is an influence of organizational support on employee performance	0.032
There is an influence of employee engagement on citizenship behavior (OCB)	0.000

This research demonstrates that there is a positive and significant influence of employee engagement on employee performance. This research suggests that employees with high levels of engagement create motivation to proactively seek solutions, demonstrate responsibility, and provide positive contributions. Actively engaged employees tend to show initiative in completing tasks, positively influencing their performance. This statement is supported by studies by Citta Cendani (2015), Daniel N Kansah (2023), and Caplan (2013).

This research demonstrates a positive influence between organizational support and employee performance. It means that the better organizational support is provided, the better employee performance can improve. The study suggests that organizational support can create a comfortable work environment and enhance employee motivation. Employees feel valued, motivated to complete tasks, and fulfill responsibilities effectively. This statement is reinforced by research from Taibo Chen (2020), Nuraini (2021), and Mingxing Li (2022).

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This research demonstrates a positive and significant influence between employee engagement and OCB, meaning that higher employee engagement will enhance OCB. The study indicates that engagement creates emotional bonds and high motivation toward work, increases responsibility, and encourages employees to seek solutions to everyday problems. Engagement is not only focused on formal tasks but also contributes positively to interpersonal relationships. This statement is reinforced by research from Ayu Putu Widani Sugianingrat (2019) and Dorothea (2012), which explain that employee engagement has a positive and significant influence on OCB.

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This research demonstrates a positive and significant influence between organizational support and OCB, meaning that with high organizational support, OCB behaviors will increase. The study indicates that when employees feel that the organization fully supports their well-being and needs, they are inclined to exhibit courtesy behaviors. Feeling valued and supported by the organization creates a strong emotional bond, encouraging employees to be more polite and caring towards their colleagues. Organizational support creates an environment where norms of courtesy are appreciated and observed, thus motivating employees to maintain this positive behavior. Moreover, when employees feel that the organization provides full support to uphold values like politeness and ethics in daily interactions, the level of courtesy behavior in OCB also increases. This statement is reinforced by research from Defrionaldo et al. (2019), Chun Fang Chiang (2012), and M Marfuatun (2021).

This research demonstrates a positive and significant influence between OCB and employee performance, meaning that if the level of OCB increases, employee performance also increases. The study indicates that employees feel the organization provides full support for them to uphold courteous values. With this guidance, the organization indirectly instills good core values to support a more positive environment through the implementation of employee courtesy values. Demonstrating courteous behavior not only contributes positively to core values and the

work environment but can also enhance performance productivity. This statement is reinforced by research from Ayu Putu Widani Sugianingrat (2019), Citta Cendani (2015), and NW Wardani (2022). This research indicates that OCB can mediate between organizational support and employee performance, meaning that the increased organizational support bridged by OCB leads to an increase in employee performance. The study suggests that employees feel the organization cares about the implementation of courteous values. This not only creates a positive work environment but also influences the relationship between organizational support and concern for employee well-being. Organizational support for courteous values contributes positively to employee performance, creating a supportive work environment and acknowledging employees. This aligns with the research of Chun Fang Chiang et al. (2012) and Y Shen (2014).

These results indicate that positive behaviors, such as appreciated courtesy and organizational support, can link the level of employee engagement with their performance. When employees feel supported in applying good manners or core values, a positive and comfortable work environment is created, increasing the level of employee engagement as they feel valued and empowered to contribute positively. With courteous behavior implemented and supported by the organization, employees tend to perform their job tasks better. These findings are in line with the research by Ayu Putu Widani Sugianingrat (2019) and MD Aftab (2016).

4. CONCLUSIONS AND SUGGESTIONS

This research aims to identify the factors influencing employee performance at PT XYZ. Based on the analysis, the following conclusions can be drawn:

- a. Employee engagement has a positive and significant impact on employee performance.
- b. Organizational support has a positive and significant impact on employee performance.
- c. Employee engagement support has a positive and significant impact on organizational citizenship behavior (OCB).
- d. Organizational support has a positive and significant impact on organizational citizenship behavior (OCB).
- e. OCB has a positive and significant impact on employee performance.
- f. OCB is able to mediate the influence of employee engagement on employee performance.
- g. OCB is able to mediate the influence of organizational support on employee performance.

The limitation of this research is that it was conducted only at Perumdam Tirta Satria Banyumas without including other branches. Subsequent research could involve all branches of the company to expand the scale of coverage. This would allow for a more comprehensive identification of patterns that may differ within a broader context

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