

# The Influence Of Work Engagement On Employee Performancat Pt. Telkom Indonesia Tbk. Witel Malang Through Organizational Citizenship Behavior As A Mediation Variable

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## **Abstract**

*Companies engaged in the service sector are strongly influenced by employee performance. The company will always try to develop employee performance so that company goals can be achieved. Getting employees who have high performance for the company is not an easy thing because it takes several factors that need to be contributed by employees to the company, including work engagement and organizational citizenship behavior. This study uses a quantitative research approach with analysis. The type of research used is explanatory research with survey methods. Data obtained through participant observation, interviews, and filling out questionnaires to a sample of 40 employees of PT. Telkom Indonesia Tbk., Witel Malang using a saturated sample from the customer care department. The instrument which consists of 18 statement items uses a Likert scale and five alternative answers. With the results of data analysis, it can be seen that work engagement affects employee performance through organizational citizenship behavior. While the work engagement variable does not directly affect employee performance.*

**Keywords:** *Work Engagement, Organizational Citizenship Behavior, Employee Performance*

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## **I. INTRODUCTION**

The increasingly fierce competition in the world of business and business today makes companies and organizations must maintain and maintain their assets. One of the most important assets to be maintained and maintained is human resources (HR). This is a growing concern and study, both in the business world and in academia. The development of studies regarding the importance of the role of HR is inseparable from the shifting views of companies and organizations in assessing and managing their HR as assets to achieve company and organizational goals. Employee performance is defined as the level of success of employees in carrying out their duties and responsibilities[1], [2]. In the context of organizational behavior in the company, employee behavior plays an important role because it contributes to improving employee performance.

So far, there are two types of employee performance in an organization. The two types include in-role job performance, which is defined as activities related to the existence of a formal role related to organizational goals. In contrast to in-role job performance, extra-role job performance is defined as an employee's free behavior that

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directly affects the effectiveness of organizational functions without having to be directly related to employee productivity. These employee behaviors include work engagement and employee organizational citizenship behavior[3]. Basically, measuring employee performance can assess the quality of work, attendance, punctuality, ability to work together, and quantity of work.

Work engagement is defined as a state where an employee can identify himself psychologically and consider himself important for the employee and the company. The existence of work engagement in a company can provide benefits in increasing productivity and performance explicitly, increasing employee satisfaction, and minimizing employee errors[4]. Work engagement balanced with employee engagement can strengthen the occurrence of one of the factors that affect employee performance. High employee engagement behavior in an organization will increase job satisfaction, organizational commitment, organizational citizenship behavior, and reduce employee intention to quit[5].

Organizational citizenship behavior (OCB) is an extra-role attitude or an extra individual role in his work outside the job description which is done voluntarily but has a positive impact on employees and the company[6], [7]. OCB can provide a large participation in overall work results with the OCB aspect, namely altruism, namely helpful behavior that is carried out intentionally by employees, both work and personal problems. In this study, OCB is an intermediary or mediation behavior to help influence the success of work engagement and employee performance. From the results of observations that the authors get on the employees of PT. Telkom Indonesia Tbk., Witel Malang, that the lack of work engagement both with work and with the company is a separate problem faced by the company. Employees tend not to have a high attachment to the company and often move to departments and even to different companies.

This is formed from the assumption in the telecommunications industry which states that a career path in the telecommunications industry can be achieved by having a lot of experience that a person has in different companies. Not different from problems regarding employee engagement, problems regarding the lack of extra employee roles and the lack of employee ability to socialize and build interpersonal relationships in improving employee performance, employees tend to focus more on personal interests and do not have individual positive consequences that employees should be able to improve performance management. The lack of coordination regarding unwritten procedures on matters relating to work mechanisms and the character of employees who only want to do their own duties and responsibilities create unfavorable social conditions in the company. In addition, this research is motivated by the lack of research on work engagement and organizational citizenship behavior carried out in the telecommunications service industry.

## II. METHODS

This study uses a quantitative approach that departs from a preliminary study of the object under study (preliminary study). Meanwhile, the quantitative research method used is a survey method using a questionnaire as a data collection instrument. The variables observed in this study were work engagement, organizational citizenship behavior, and employee performance. These variables have a relationship in the form of a positive influence that employees who have strong ties to work and work engagement will be able to improve performance and actors of organizational citizenship behavior. This study uses a quantitative method using a saturated sample in which all the population is used as a sample in the study. So the number of samples used in this study were 40 employees of the customer care department of PT. Telkom Indonesia Tbk., Witel Malang.

This questionnaire was conducted by providing closed statements according to the variables studied and distributed to respondents, using a Likert scale and providing five alternative answers. The data analysis technique used in this research is descriptive statistical analysis method. First, this descriptive analysis technique describes and explains the variables that have been studied, namely the conditions of work engagement, organizational citizenship behavior, and employee performance of PT. Telkom Indonesia Tbk., Witel Malang for customer care. Determination of the classification of variables is determined by using the calculation of the percentage and frequency of respondents' answers to the questionnaire items on each variable. Second, the classical assumption test includes heteroscedasticity test, multicollinearity test and normality test. Finally, the hypothesis test or T test is used to determine the effect of the independent variable partially on the dependent variable, intended to see the significance of the influence of the independent variable individually on the dependent variable.

## III. RESULT AND DISCUSSION

Researchers using online questionnaires and physical documents managed to capture 40 valid respondents consisting of all customer care employees, with the age of the respondents fairly evenly distributed through the most distribution in the age range of 25-35 years (57.5%), followed by ages less than 25 years ( 32,5%), and the rest are more than 35 years old (10%); with a current tenure of 2-5 years (40%), followed by more than 3 years (30%), and having a number equal to 2 years of service (30%); and employee status starting from manager (2.5%), assistant manager (7.5%), customer service (47.5%), inputer (10%), outband call (10%), ticketing (12.5% ), cleaning service (5%), and the last is security (7.55%). The following is a table of respondents' classification data based on the respondent's age, years of service, and employee status:

**Table 1.** Classification of Respondents Based on Age

No	Age	Total	Percentage (%)
1.	< 25	13	32,5

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2.	25 – 35	23	57,5
3.	> 35	4	10
<b>Total</b>		<b>40</b>	<b>100</b>

**Table 2.** Classification of Respondents Based on Working Period

No	Working Period	Total	Percentage (%)
1.	< 2 year	12	30
2.	2 – 5 year	16	40
3.	> 3 year	5	30
<b>Total</b>		<b>40</b>	<b>100</b>

**Table 3.** Classification of Respondents Based on Employee Status

No	Employee Status	Total	Percentage (%)
1.	Manager	1	2,5
2.	Asisten Manager	3	7,5
3.	Customer Service	19	47,5
4.	Inputer	4	10
5.	Outband Call	5	12,5
6.	Ticketing	3	7,5
7.	Cleaning Service	2	5
8.	Security	3	7,5
<b>Total</b>		<b>40</b>	<b>100</b>

This study uses the classical assumption test in the form of normality test, multicollinearity test, and heteroscedasticity test. Classical assumption test is used so that the resulting regression model is in accordance with the requirements in the regression test. The normality test shows the points spread around the diagonal line, and the spread follows the direction of the diagonal line, this proves that the regression model meets the assumption of normality and is feasible to use. The multicollinearity test found out that the regression model was known to have a correlation between the independent variables. Heteroscedasticity test shows that the points spread randomly, do not collect above do not form a clear particular pattern, so it can be concluded that the regression model is free from heteroscedasticity.

**Table 4.** Hypothesis testing

**Model Line I**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.474 <sup>a</sup>	.225	.205	1.60157

a. Predictors: (Constant), Work Engagement

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.418	4.870		1.318	.195
	Work Engagement	.682	.205	.474	3.322	.002

a. Dependent Variable: OCB

**Model Line II**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.391 <sup>a</sup>	.153	.107	1.54288

a. Predictors: (Constant), OCB , Work Engagement

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.655	4.798		6.389	.000
	Work Engagement	-.025	.225	-.019	-.109	.914
	OCB	.363	.156	.400	2.325	.026

a. Dependent Variable: Kinerja

Analysis of the influence of Work Engagement on Organizational Citizenship Behavior: from the above analysis, the significance value of Work Engagement is  $0.002 < 0.05$ . So it can be concluded that there is a significant effect of Work Engagement on Organizational Citizenship Behavior.



Analysis of the influence of Organizational Citizenship Behavior (OCB) on Employee Performance: from the above analysis, the OCB significance value is  $0.026 < 0.05$ . So it can be concluded that there is a significant effect of OCB on performance.

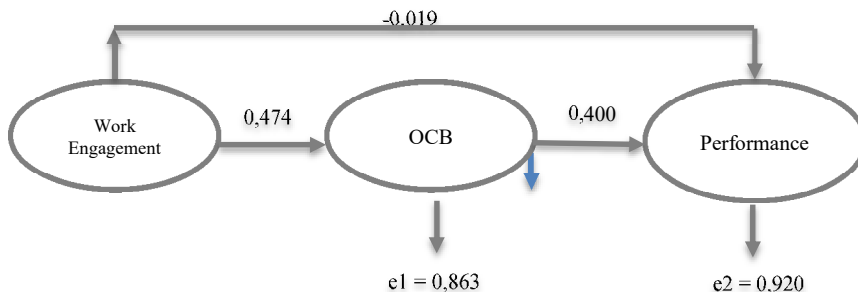


Analysis of the influence of Work Engagement on Employee Performance: from the above analysis, the significance value of Work Engagement is  $0.914 > 0.005$ . So it can be concluded that there is no significant effect of Work Engagement on Performance.



It is known that the direct effect given by Work Engagement on Employee Performance is -0.019. while the indirect effect of Work Engagement through OCB on Employee Performance:  $0.474 \times 0.400 = 0.189$ . Then the total effect given by Work Engagement on Employee Performance is  $0.474 + 0.189 = 0.663$ . Based on the calculation results above, it is known that the direct influence value is -0.019 and the indirect effect is 0.189, which means that the indirect influence value is greater than the direct influence value, these results indicate that indirectly Work Engagement through OCB has a significant influence on performance. Employee.

**Research Model Drawing**



The results of the analysis above show that there is an indirect effect between work engagement and employee performance, which means that employees tend to have less positive consequences individually and for the company and are also competent in providing services that are much better in terms of quality, quantity, and timeliness during work. The purpose of work engagement is expected to be able to increase in-role performance by increasing employee productivity by increasing attendance and reducing the number of absenteeism. So from this it can be concluded, if employees are balanced with a high level of engagement, then employee performance will increase. This requires OCB to be a mediating variable that is able to strengthen the influence between work engagement and employee performance, with a good level of OCB employees will play a role in their work more than what the company expects. This role that has been expected by the company is able to create increased employment.

**IV. CONCLUSION**

The conclusion that can be drawn from this study is that there is a significant positive relationship between work engagement on organizational citizenship behavior[8], meaning that work engagement behavior that appears in the hospitality industry is able to generate active positive behavior that provides more feedback to the company by channeling employee engagement. to colleagues [9].

There is a significant positive effect between work engagement on employee performance, meaning that work engagement has a positive consequence for individual

employees and companies that are able to improve performance management[3]. Organizational citizenship behavior has a positive effect on employee performance, meaning that employees with a good OCB level will feel they have the company and carry out their roles in their work beyond what the company expects with employee altruism behavior will help each other in work which is an organizationally relevant task[10], [11].

With work engagement, it will affect OCB which in turn will have an impact on employee performance, and this research is strengthened that OCB which plays a role in the mediating variable which aims to determine the direct or indirect effect between employee (work) engagement on employee performance[12], [13], and OCB allows employees to work in a compact and social manner to cover the weaknesses that exist in the company[14]. Based on the analysis results show organizational citizenship behavior is a variable that affects work engagement on employee performance, while work engagement variable does not affect employee performance.

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