

## **Employee Engagement, Organizational Commitment and Employee Performance: The Mediating Role of Organizational Citizenship Behavior**

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**Abstract:** This study aims to analyze the role of organizational citizenship behavior as a mediation effect of employee engagement and organizational commitment on employee performance. This research includes quantitative research using questionnaires to collect data. The population in this study were RSIA Puri Bunda Malang employees. The sampling technique used proportional random sampling with a total sample of 119 respondents. The data analysis technique involved SEM-PLS (Structural Equation Modeling-Partial Least Square). The results indicated that employee engagement and organizational commitment had no effect on employee performance, while organizational citizenship behavior significantly can affect employee performance. The results also showed that organizational citizenship behavior can mediate both the effect of employee engagement and organizational commitment to employee performance. It indicates that the attitude of employee engagement and organizational commitment of employees does not affect employee performance. The presence of organizational citizenship behavior will strengthen the effect of employee engagement and organizational commitment on employee performance.

**Keywords:** Employee engagement, Employee performance, Organizational commitment, Organizational citizenship behavior

### **INTRODUCTION**

Along with the development of an increasingly advanced and rapidly developing era, economic developments also impact competition between organizations in the service sector, especially hospital organizations (Trisnantoro, 2004). The growth of better technology, especially for supporting hospital service facilities, has led to good hospital services providing excellent patient service (Syahril et al., 2022). However, hospitals have fierce competition to win the market along with its growth. Therefore, every hospital does many things to attract customers, starting from improving the quality of service, providing sophisticated medical equipment, adding types of services and professional services, and providing more modern facilities and infrastructure (Wibowo & Izzati, 2012).

Organizational citizenship behavior (OCB) is considered indispensable because of the importance of ensuring a positive relationship between fellow medical personnel and their involvement in organizational activities (Mahayasa, 2018). According to Robbins and Judge (2008), the facts show that organizations with employees with good OCB will perform better than other organizations. However, it is difficult to cultivate an OCB attitude for employees due to different individual characteristics, limited privacy and lack of time to rest, and various work pressures employees face (Kalargyrou et al., 2022). OCB in this study is a mediation where the indirect effect is expected to have a more significant effect

on employee performance than the direct effect, namely employee engagement and organizational commitment.

Several factors theoretically cause high OCB in hospitals (Cendani & Tjahjaningsih, 2016). OCB can be influenced by employee engagement and organizational commitment factors, which are very important for organizations where increasing loyalty and high contribution will directly affect employee performance (Fauziridwan et al., 2018). Research by Ariani (2012) suggests that employee engagement significantly affects OCB. It is explained that employees who have high engagement will tend to improve conducive situations in the organization. Looking at high employee engagement will foster a high commitment to hospital employees. Employee engagement has become a strategic management imperative that will be a significant source of competitive advantage for organizations that develop a committed employee base, not because they are paid to commit but because they choose to commit (Indayati, 2012).

In addition to employee engagement, Robbins (2001) said that the quality of human resources that strongly influences organizational performance is organizational commitment. Organizational commitment is an attitude that reflects employee loyalty to the organization (Hendri et al., 2019). It is also an ongoing process whereby members convey their concerns about the organization, its success, and continuous progress (Luthans, 2006). The hospital is one of the organizations that need to have employees with a high organizational commitment attitude so that the organizational commitment of employees encourages employees to continue to maintain their jobs by showing optimal work results in service to patients.

This study tries to fill the research gap regarding the inconsistency of research findings related to the effect of employee engagement and organizational commitment on employee performance by adding organizational citizenship behavior (OCB) as a mediating variable. According to the research results of Anitha (2014); Robertson et al. (2012) said that employee engagement has positive influences on employee performance. Preliminary research by Kataria et al. (2013) showed a positive relationship between organizational commitment and employee performance. Furthermore, several studies conducted by Fitriastuti (2013); Damaryanthi (2016); Martini et al. (2017) stated that organizational citizenship behavior (OCB) has a positive effect on employee performance.

Employee performance is a measure of a company's success, so companies need to manage and improve human resources (Khaerul, 2010). As a service company, hospitals will continue to grow and face competition from other hospitals. Therefore, hospitals need excellent performance in serving and satisfying their patients. From these problems, employee performance as the primary resource plays a vital role in hospital performance. Thus, it will be interesting to study how employee engagement and organizational commitment affect employee performance mediated by organizational citizenship behavior. This research can contribute to hospitals or other organizations by helping and providing good input to improve the quality of their services in the future.

## METHODS

### Participants and Procedure

This research is included in the explanatory analysis using a survey method. The causal relationship in this study is to reveal organizational citizenship behavior (OCB) as mediating the effect of employee engagement and organizational commitment on employee performance. The approach in this study is quantitative, namely, research data in the form of numbers and analyzed using statistics (Sugiyono, 2017). In the survey method, we used questionnaire techniques to collect data from respondents. Respondents in this study were permanent and non-permanent employees at the RSIA Puri Bunda Malang who have been accredited with Plenary Level status. It shows that the hospital has good quality in terms of medical and non-medical services. In addition, this hospital is a class C hospital which this hospital is capable of providing limited specialist medical services. Questionnaires were distributed to all employees offline, 119 questionnaires were distributed directly to employees, and all questionnaires were returned in complete. The demographic distribution of respondents is provided in Table 1.

**Table 1.** Respondent Demographic Distribution

Characteristics	Categories	Frequencies	Percentages
Gender	Male	22	18.5%
	Female	97	81.5%
Employment status	Permanent Employees	68	57.1%
	Contract	51	42.9%
Length of work	<1 year	19	16.0%
	1-5 years	48	40.3%
	5-10 years	47	39.5%
	> 10 years	5	4.2%
Department	Nutrition	5	4.2%
	emergency room	7	5.9%
	Pharmacy Installation	8	6.7%
	Inpatient Installation	31	26.1%
	Medical Record Installation	11	9.2%
	Birthing room	8	6.7%
	Operating room	3	2.5%
	Secretarial & IT	1	0.8%
	Finance	6	5.0%
	Laboratory	3	2.5%
	Management	3	2.5%
	Marketing & CSO	3	2.5%
	Pathology Perinatology	5	4.2%
	Outpatient	7	5.9%
	HR & Training	1	0.8%
General	17	14.3%	

### Measures

The measurement of the research instrument used a five-point Likert scale from strongly disagree (1) to strongly agree (5). According to Schaufeli and Bakker (2004);

Akbar (2013), the aspects that build the dimensions of engagement are vigor, dedication, and absorption. For example, the section is “I am proud of my work.” According to Meyer et al. (1990), three indicators of organizational commitment are affective commitment, normative commitment, and continuous commitment. For example, the section is “I feel emotionally attached to RSIA Puri Bunda.” Organizational citizenship behavior was measured by to Organ (1988), which consists of five dimensions: altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. For instance, the section is “I am ready to help other co-workers who are unable to attend.” Lastly, the measurement of employee performance was adopted from Mathis et al. (2015), consists of quality, quantity, and timeliness. For example, “I completed the work within the specified time limit.”

### Data analysis

Structural Equation Modelling (SEM) based on Partial Least Squares (PLS) were used to estimate observed conceptual relationships, calculate index readings, and estimate large and complex models (Ghozali, 2016). Study hypotheses were tested after validation of convergent validity, discriminant validity, and combined reliability (external model) of each indicator of the four components. This study uses a goodness-of-fit model to assess the feasibility of the model by identifying the predictive association between the R-square ( $R^2$ ) value and the Q-square ( $Q^2$ ) value and the resulting assess how good observation is. It is used to estimate models and parameters (Ghozali, 2016). Additionally, we tested the effects of mediation in the PLS method using a bootstrap approach (Hair et al., 2016).

## RESULTS AND DISCUSSION

**Table 2.** Convergent Validity (Loading Factor)

Variables	Indicators	Loading Factor	SE	P-value
Employee Engagement	Vigor	0.838	0.074	<0.001
	Dedication	0.842	0.074	<0.001
	Absorption	0.860	0.074	<0.001
Organizational Commitment	Affective	0.746	0.076	<0.001
	Normative	0.901	0.073	<0.001
	Sustainable	0.769	0.076	<0.001
Organizational Citizenship Behavior	Altruism	0.660	0.078	<0.001
	Courtesy	0.772	0.076	<0.001
	Civic virtue	0.788	0.075	<0.001
Employee performance	Conscientiousness	0.739	0.076	<0.001
	Quality	0.772	0.076	<0.001
	Quantity	0.820	0.075	<0.001
	Punctuality	0.779	0.076	<0.001

Based on Table 2, the results of the convergent validity test can be explained that, overall, the indicators of the variables produce a loading factor greater than 0.6. Thus, it can be concluded that the items in the instrument are declared valid in measuring each variable.

**Table 3.** Composite Reliability and Cronbach Alpha

Variable	Indicators	Composite Reliability	Conclusion
Employee Engagement	Vigor	0.890	Reliable
	Dedication	0.886	Reliable
Organizational Commitment	Absorption	0.859	Reliable
	Affective	0.888	Reliable
	Normative	0.901	Reliable
	Sustainable	0.898	Reliable
Organizational Citizenship Behavior	Altruism	0.884	Reliable
	Courtesy	0.824	Reliable
	Civic virtue	0.858	Reliable
	Conscientiousness	0.863	Reliable
Employee performance	Quality	0.886	Reliable
	Quantity	0.823	Reliable
	Punctuality	0.927	Reliable

Table 3 shows the combined reliability values for all variables: employee engagement, organizational engagement, organizational citizenship, and employee performance. This value is above 0.7, and we can conclude that all variables in the study were declared reliable. These results indicate that all items used as tools in this study are suitable for further study.

### Structural Models

The goodness of fit is used to determine the contribution of exogenous variables to endogenous variables. The goodness of fit in PLS analysis uses R-Square ( $R^2$ ) and Q-Square predictive relevance ( $Q^2$ ). The results of the coefficient of determination ( $R^2$ ) and predictive relevance ( $Q^2$ ) are shown in Table 4.

**Table 4.** The Goodness of Fit Model

Endogenous	R-Square
Organizational Citizenship Behavior	0.334
Employee performance	0.386
$Q^2 = 1 - [(1 - R_1^2) (1 - R_2^2)]$	
$Q^2 = 1 - [(1 - 0.334) (1 - 0.386)] = 0.591$	

Based on Table 4, the R-square ( $R^2$ ) of the organizational citizenship behavior variable is 0.334 or 33.4%. The variable organizational citizenship behavior can be explained by the variable employee engagement and organizational commitment by 33.4%, or in other words, the contribution of the variable employee engagement and organizational commitment to the inconsistent organizational citizenship behavior is 33.4%. In comparison, the remaining 66.6% is a contributing factor. Others are not discussed in this study. Meanwhile, the  $R^2$  of the employee performance variable is 0.386 or 38.6%. It shows that employee performance variables can explain employee engagement, organizational commitment, and organizational citizenship behavior variables by 38.6%. In other words, the contribution of employee engagement variables, organizational commitment, and organizational citizenship behavior to employee performance variables is 38.6%. The remaining 61.4% contributes to other factors not discussed in this study.

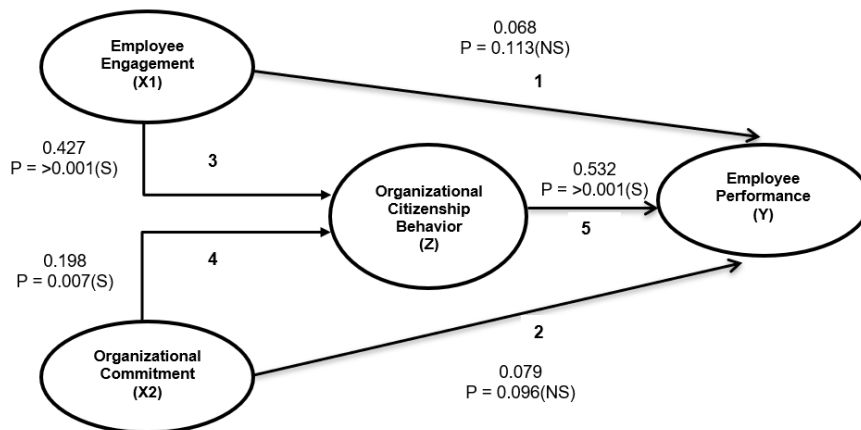
**Hypothesis Testing**

**Direct Effect Hypothesis Testing Results**

Hypothesis testing is performed to determine the effect of the overall hypothesis in the study by testing whether there is a direct effect of exogenous variables on endogenous variables. The criteria for testing the hypothesis can be seen through the results of the path coefficient having a positive value (greater than 0) and p-value one-tailed significance level (alpha = 5%). It is stated that exogenous variables have a positive and significant effect on endogenous variables. The results of the analysis of the direct influence hypothesis testing between variables can be seen in Table 5.

**Table 5.** Direct Effect Hypothesis Testing Results

Exogenous	Endogenous	Path Coefficient	SE	P-value	Conclusion
Employee Engagement	Employee performance	0.068	0.090	0.113	Not significant
Organizational Commitment	Employee performance	0.079	0.090	0.096	Not significant
Employee Engagement	Organizational Citizenship Behavior	0.427	0.082	<0.001	Significant
Organizational Commitment	Organizational Citizenship Behavior	0.198	0.087	0.007	Significant
Organizational Citizenship Behavior	Employee performance	0.532	0.080	<0.001	Significant



Note. S= Significant, NS= Not Significant

**Figure 1.** Results of Structural Model in Partial Least Squares

**The Effect of Employee Engagement on Employee Performance**

Based on the research conducted, it is known that employee engagement does not affect employee performance. Changes in the value of employee engagement through the three indicators, namely vigor, dedication, and absorption, have no impact on the indicators of employee performance variables. It can be interpreted that employee engagement perceived by employees does not directly encourage employee

performance improvement at RSIA Puri Bunda Malang. Employee engagement is the degree to which a person identifies with work, participates actively in work, and considers work performance important for his or her self-esteem (Yekty, 2006).

From the results of the outer loading estimation, it is known that the employee engagement variable with the most dominant indicator is absorption. Absorption is an aspect that refers to concentration and seriousness in work, enjoying work so that time seems to pass so quickly when one is working. It is difficult to detach oneself from work, so one forgets everything around him or her. A high absorption rate indicates a person is happy, enjoys work, and is immersed in work, which causes time to pass quickly (Akbar, 2013). Then followed by dedication, and then the lowest is vigor. Low vigor is caused by employees' energy and mental resilience. If employees can be full of energy at work, have strong physical conditions, and have high morale, then employees can face difficulties at work.

The low level of vigor causes the employee engagement variable not to affect the employee performance variable. The enthusiasm and energy of the employees still need to be higher. The working hours and job descriptions of each employee are high. For example, the working hours at the hospital are different from other organizations that operate from 8 am to 8 pm. 5 pm, but 24 hours to provide the best service to patients, therefore the enthusiasm of each employee, if not always motivated, will decrease. Although employee engagement has no significant effect on employee performance, the management still needs to pay attention to employee engagement. Even though it only contributes a small influence, employee engagement will create emotional involvement, impacting creative work activities and morale. Likewise, with superiors, emotional involvement will impact high work participation and be active in providing information and empathetic and sympathetic to their subordinates.

The findings of this study are in line with those carried out by Sumakto (2013); Joushan et al. (2015); Kumaladewi and Rahardja (2016); Rahmadalena and Asmanita (2020) which stated that employee engagement has no significant effect on employee performance. RSIA Puri Bunda Malang must strive to foster employee awareness by providing career development to employees, giving appreciation, fulfilling employee rights, establishing good relationships between employees, and being able to receive complaints and suggestions from employees. Thus, the growing attitude of being engaged will affect employee awareness to improve their work for the betterment of the organization.

### **The Effect of Organizational Commitment on Employee Performance**

From the statistical calculation, it can be seen that organizational commitment does not affect employee performance. It proves that the two variables are insignificant, meaning that changes in the value of the organizational commitment variable through the three indicators, affective, normative, and sustainable, have no impact on the employee performance variable indicators. The findings indicate that employees' commitment is not oriented to job achievement. It can be seen between employee commitments that have not encouraged employees to excel in a quantity of work by completing the amount of work assigned to them, a commitment that is not oriented towards improving the quality of work by the dedication of work that is given to them (Renyut et al., 2017).

The results of this study showed that the more dominant indicator of organizational commitment is normative commitment. The RSIA Puri Bunda Malang must pay attention to employees in terms of work so that deserves employee loyalty. Normative commitment can develop because of the amount of influence experienced by individuals in socializing with the organization, both before and after entering the organization (Meyer & Allen, 1991). The high mean value of normative commitment means that employees' belief that they have the desire to stay and work with the hospital is an obligation. The average value is continuous commitment then, followed by the lowest is affective commitment. Low and suboptimal emotional commitment refers to an employee's emotional attachment, identity, and commitment to the organization.

When an organizational experience meets expectations and basic needs, an individual's emotional commitment is more significant, and vice versa. Emotional commitment indicates a person's strong desire to continue working for the organization because they agree with it and are willing to do so. Employees with a solid emotional commitment stay with a company because they want to work there (Meyer et al., 1990). The results of research conducted by Fitriastuti (2013) found that employees with high organizational commitment will have complete responsibility for their work and can perform their work functions without asking for help from others. These feelings influence employees to continuously try to improve their performance with the aim of organizational progress.

However, the hypothesis testing showed that organizational commitment did not affect employee performance. The employees' commitment has been well actualized but has yet to be significant to employee performance. Researchers suspect this is also due to the employment status at RSIA Puri Bunda, which is 42.9% contract workers, thus strengthening the results that organizational commitment has no significant effect on employee performance. Most employees feel that they are not part of the organization emotionally and do not belong to each other. Employees feel they have no obligation to keep working and are loyal to serve and employees find it easy to find work outside the hospital.

Employees feel no difficulty finding work outside the hospital. It means that the hospital has yet to be able to encourage employees to achieve work loyalty and commitment to the organization. Their commitment is not oriented towards improving the quality of work under their work dedication; employee commitment does not lead to the completion of work on time and pays little attention to service to patients. Employees of RSIA Puri Bunda are expected to always comply with organizational rules normatively; employees are expected to be committed to realizing sustainable organizational goals, and every employee is expected to maintain good hospital services. It is in line with previous research conducted by Novita et al. (2016); Sutopo (2018); Fitrio et al. (2020), which explained that organizational commitment does not affect employee performance.

### **The Effect of Employee Engagement on Organizational Citizenship Behavior**

This study also confirmed that employee engagement influences OCB. This proves that employee engagement is essential and contributes to increasing the OCB variable. From the results of the outer loading, it is known that employee engagement is reflected equally by the three indicators. It means that employees have been active in



doing their jobs and consider their work necessary, so they will always be serious about doing it when faced with work. Employee engagement is one of the main determinants that drive employee performance to a higher level and can predict work results, success, and organizational performance (Macey et al., 2011).

The findings of this study are that there is an effect of employee engagement on OCB. It is in line with the results of research conducted by Ariani (2012); Wibowo and Izzati (2012); Kataria et al. (2013). Suppose RSIA Puri Bunda Malang employees have employee engagement and OCB behavior. In that case, they will influence each other by increasing a conducive work environment, helping co-workers, and improving organizational performance. Organizations must maintain employee engagement and OCB at a high level and try to maximize them to achieve organizational goals.

### **The Effect of Organizational Commitment on Organizational Citizenship Behavior**

The next findings indicate that organizational commitment affects OCB. It proves that the organizational commitment variable is essential and contributes to increasing the OCB variable. Changes in the value of the organizational commitment variable through the three affective, normative, and sustainable indicators will also impact OCB. The outer loading test results show that normative commitment is the organizational commitment variable with the most dominant indicator. Then the next continuous commitment and followed by a low value is affective commitment. According to Edison et al. (2017), employee commitment is a form in which employees have involvement, accept the existing environmental conditions, and strive to excel and serve.

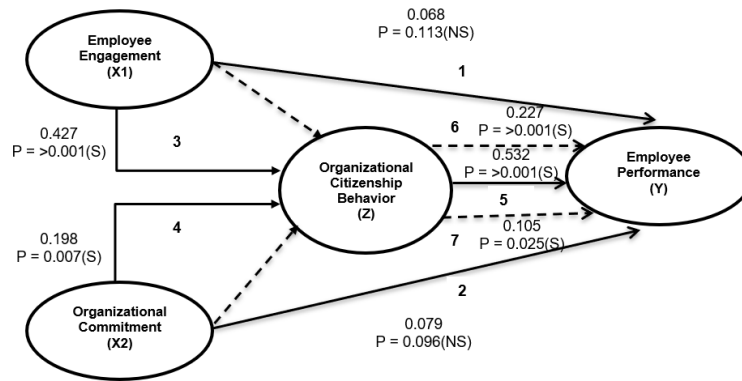
Therefore, employees of RSIA Puri Bunda will have high OCB behavior if they have a strong desire or motivation for strenuous efforts toward achieving company goals. With a sense of desire and motivation that is formed in them, there will be unity among employees with the same goal, namely for the company's success. The findings of previous studies, such as Foote and Tang (2008); Subejo et al. (2013); Putra et al. (2020), show a significant influence on organizational commitment to OCB. Furthermore, in line with this research, it proves a relationship between organizational commitment and OCB. When employees have an organizational commitment to carrying out their work, it will encourage the formation of an OCB attitude so that employees will survive by being motivated to excel and improve their performance to advance the organization.

### **The Effect of Organizational Citizenship Behavior on Employee Performance**

Based on the results of this study shows that OCB has an essential impact on employee performance. It can be interpreted that the higher the OCB level at the RSIA Puri Bunda Malang, the higher the employee performance will be. Organizations with good OCB employees will perform better than others (Robbins & Judge, 2008). The findings confirm some previous studies, such as Bachrach et al. (2006); Ayu Putu (2019); Kılınc and Ulusoy (2014). The benefits of OCB are that employees can increase co-workers' productivity, the organization can save management's overall resources, and OCB can increase the organization's ability to attract and retain employees. OCB can increase the organization's ability to adapt to environmental changes (Podsakoff, 2000). The findings remark that the OCB can improve company performance. Thus, indicates that the higher the OCB level will impact employee performance and vice versa.

**Table 6.** Indirect Effect Test Results

Exogenous	Inter-vening	Endogenous	Indirect Coefficient	SE	P-value	Conclusion
Employee Engagement	OCB	Employee performance	0.227	0.061	<0.001	Significant
Organizational Commitment	OCB	Employee performance	0.105	0.063	0.025	Significant



Note. S= Significant, NS= Not Significant

**Figure 2.** Results of Structural Model in Partial Least Squares

### The Influence of Employee Engagement on Employee Performance through Organizational Citizenship Behavior

The statistical calculation indicates that OCB variable is proven to be a mediating variable between employee engagement and performance. These results indicate that OCB is a predictor of employee performance. In this study, the mediation variable was also tested to determine whether the mediation in this study was complete mediation or partial mediation. Furthermore, the test results are complete mediation, meaning that the presence of employee engagement by involving OCB can improve the performance of employees. The results of this study follow previous research conducted by Ardika (2018); Kurniawan and Rijanti (2022), which found that indirect employee engagement through OCB has a significant effect on employee performance.

The finding of this research remarks that the high involvement of human resources will encourage the emergence of OCB, namely behavior that is carried out of its own free will that is not part of the demands of formal work but encourages the effectiveness of organizational functions (Robbins & Coulter, 2014). RSIA Puri Bunda Malang must strive for individual performance to affect the team’s performance, which will affect the organization’s overall performance. A good employee engagement attitude will give employees a sense of responsibility for their work, thus creating a good OCB. This attitude will indirectly affect employee performance.

### The Effect of Organizational Commitment on Employee Performance through Organizational Citizenship Behavior

Based on the results of the research conducted, using PLS data analysis and the Sobel test mediation test, it is known that the OCB variable is a mediating variable between organizational commitment and performance. These results indicate that OCB is a predictor of employee performance. Through the OCB role, employees can be influenced to work optimally in teams. In this study, the mediation variable was also

tested to determine whether the mediation in this study was complete mediation or partial mediation. Furthermore, the test result is complete mediation, showing the influence of organizational commitment to improving employee performance at RSIA Puri Bunda Malang by involving OCB.

The results of this study follow previous research conducted by Rediansya (2012), which found that organizational commitment indirectly through OCB has a positive and significant effect on employee performance. If organizational commitment increases, this will increase OCB, then will increase employee performance, and conversely, decreasing organizational commitment will decrease OCB, which will then decrease employee performance. It is supported by research conducted by Vipraprastha et al. (2018), which showed that organizational citizenship behavior has a positive and significant effect on the relationship between organizational commitment and employee performance.

## CONCLUSION

Based on the research results, there are conclusions; first, employee engagement does not directly affect employee performance. The attitude of employee involvement includes perseverance, dedication, and a sense of pleasure in working, but it has yet to improve employee performance directly. Second, organizational commitment does not directly affect employee performance. Loyalty to continue working at RSIA Puri Bunda Malang by devoting energy and abilities has yet to be able to improve employee performance instantly. Third, employee engagement has a significant effect on OCB. The behavior of being concerned with others, friendliness at work, complying with administrative regulations, and helping co-workers can influence the performance of employees. Fourth, organizational commitment has a significant influence on OCB. OCB will continue to grow along with the increasing organizational commitment.

Fifth, OCB can improve employee performance. The presence of OCB attitudes in employees will influence employee performance. Employees can help each other complete the work optimally, obey the rules and adapt quickly. Sixth, OCB succeeded in providing a perfect mediating role in the effect of employee engagement on employee performance. OCB is important in bridging the relationship between employee engagement and performance. Seventh, OCB succeeded in providing a perfect mediating role in the effect of organizational commitment on employee performance. OCB has a vital role in bridging the relationship of organizational commitment to employee performance.

This study has several limitations and needs to be refined for future researchers. First, filling out and taking the questionnaire by the respondents required more time than the researchers targeted because of the employees' uncertain working hours (shifts). Second, data entry requires more accuracy because some of the data needs to be completed on the respondent's identity or the answers, so it cannot be used as research data. This study uses offline research so that research enters data manually. Third, respondents' responses that do not describe the actual conditions on the grounds of busyness and time constraints owned by the respondent. Future research is forecasted to develop and innovate

research using different mediating variables and an exploration of insignificant variables by adding more complete items and adjusting to the research object's conditions.

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