

The Influence Of Work Culture And Employee Engagement On Structural Employee Performance Through Organizational Citizenship Behavior As An Intervening Variable In The Bondowoso Regency Government

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Abstract :

This research aims to examine the influence of Work Culture and Employee Engagement on Structural Employee Performance through Organizational Citizenship Behavior as an intervening variable in the Bondowoso Regency Government. This research uses the Explanatory Research type, which is a type of research that aims to analyze the relationship or influence between variables through hypothesis testing. This research aims to analyze the influence of work culture and employee engagement on Structural employee performance through organizational citizenship behavior as an intervening variable in the Bondowoso Regency Government. The population in the research is Bondowoso Regency Government Structural Employees, totaling 461 employees. In taking samples using the Stratified Random Sampling method with the Slovin formula, namely the number of samples used was 100 samples. The analysis technique used is Structural Equation Model (SEM) using WarpPLS 7.0. The research results show that work culture influences employee performance. Employee engagement influences employee performance. Work culture influences employee organizational citizenship behavior. Employee engagement influences employee organizational citizenship behavior. Organizational citizenship behavior influences employee performance. Work culture influences structural employee performance through organizational citizenship behavior. Employee engagement influences structural employee performance through organizational citizenship behavior in the Bondowoso Regency government.

Keywords: Work Culture, Employee Engagement, Organizational Citizenship Behavior

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I. Introduction

Human resources have a major role in every company activity. Human resources are also a tool for the smooth running of a company's activities, because humans are a workforce factor that can grow and develop (Mishra, 2019). Every company will always try to develop and improve employee performance by hoping that the company's goals will be achieved. Even though it is supported by modern facilities and infrastructure, company activities won't be completed well (Mishra, 2019). This showed that human resources are the main key that must be improved in order to achieve the expected performance (Imbron & Pamungkas, 2021). One of the efforts that had been made to realize good governance is to implement a good Government Agency Performance Accountability System (SAKIP). Implementation of the provisions of the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 12 of 2015 concerning with Guidelines for Evaluation of Performance Accountability of Government Agencies, Bondowoso Regent Regulation Number 10 of 2017 concerning with Guidelines for Implementing Evaluation of the Performance Accountability System for Government Agencies (SAKIP) for Regional Apparatus within the Bondowoso Regency Government, and Bondowoso Regent Regulation Number 64 of 2017 concerning with Technical Guidelines for Implementing the Performance Accountability System for Government Agencies within the Bondowoso Regency Government, the Bondowoso Regency Inspectorate had carried out an evaluation of SAKIP Implementation for all Regional Apparatus within the Bondowoso Regency Government. The following is the Bondowoso Regency SAKIP OPD Evaluation Diagram for 2021-2023:

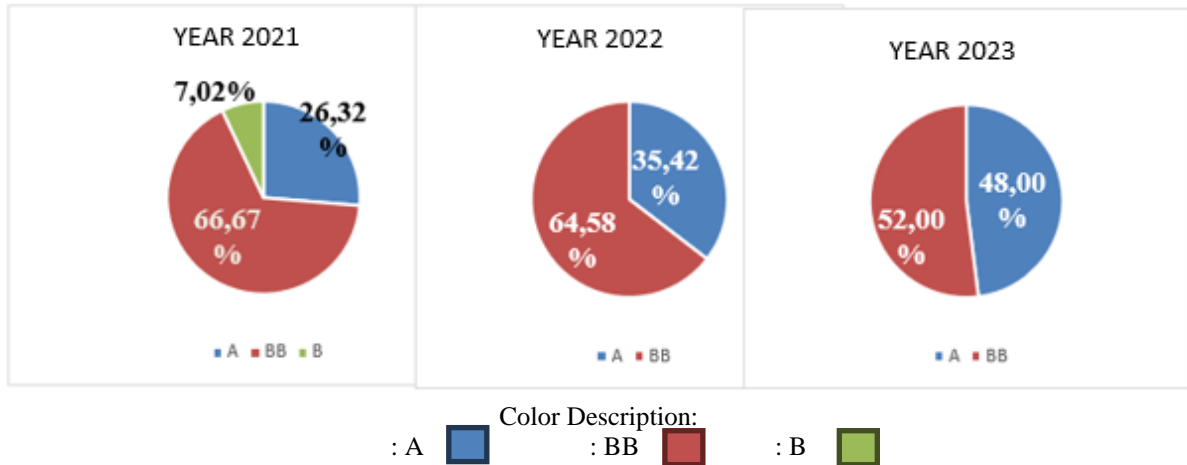


Figure 1. Diagram of Bondowoso Regency SAKIP OPD Evaluation for 2021-2023
 Source: SAKIP Bondowoso Regency, 2023.

Based on the Diagram of Bondowoso Regency SAKIP OPD Evaluation in 2023, it showed that 24 OPDs received a score in the A category, while 26 OPDs received a score in the BB category. There are the results of the Bondowoso Regency SAKIP OPD evaluation. First, performance measurement has been carried out individually from the Head of OPD to the Executive Staff every quarter, but has not been developed using information technology and used as the basis for providing rewards and punishment. Second, the LKIP has been prepared on time and in accordance with the standard format, but it still reveals much about the implementation of activities and budget absorption, namely analysis of the success and/or failure of its performance achievements, information about analysis of the efficiency of resource use, comparative analysis of performance in 2023 within 2 years previous (2021 and 2022), and data supports the achievement of performance indicators. Third, the Strategic Plan, Renja, PK, IKU and LKIP documents have not been published on the official Government website Bondowoso Regency. Several factors cause some OPDs to not be able to get an A grade in the SAKIP Evaluation, namely Employee Performance. Especially the performance of structural employees in the Bondowoso Regency Government Environment in the last 7 (seven) months (March-September 2023), shows that employee performance has not reached 100%, namely:

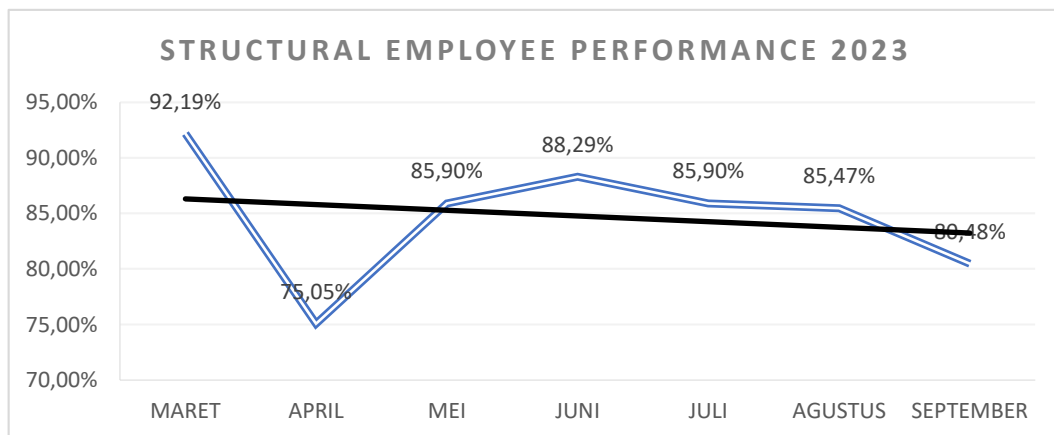


Figure 2. Evaluation of the Performance of Structural Employees in the Bondowoso Regency Government Environment in 2023
 Source: Processed by Researchers, 2023

In 2023, the Employee Performance Assessment in the Bondowoso Regency Government will be carried out in March because the Employee Performance Assessment Application has undergone improvements or updates so that there is a policy that all employees in Bondowoso Regency in January and February 2023 will automatically get 100% performance. However, after carried out the performance assessment through the application, structural employee performance has not yet reached 100% overall. In March there were 36 employees who had not reached 100%, so the structural employee performance achievement was 92.19%. In April there were 115 structural employees who had not yet reached 100%, so the performance achievement of

structural employees was 75.05%. In May there were 65 structural employees who had not yet reached 100%, so the performance achievement of structural employees was 85.90%. In June there were 54 structural employees who had not reached 100%, so the performance achievement of structural employees was 88.29%. In July there were 65 structural employees who had not reached 100%, so the performance achievement of structural employees was 85.09%. In August there were 67 structural employees who had not yet reached 100%, so the performance achievement of structural employees was 85.47%. And in September there were 90 structural employees who had not yet reached 100%, so the performance achievement of structural employees was 80.48%. Lack of positive feelings and satisfaction with work, where employees with high engagement with their work will produce better performance than employees with low engagement because they are less enthusiastic and less enthusiastic about their work. It is known that OCB of Bondowoso Regency employees shows that there are several employees who are indifferent to all their co-workers, so they demand that other employees immediately complete their tasks for their own benefit. Apart from that, when there are other employees who are not coming to work due to sick leave or leave.

II. Literature Review

Hofstede's Cultural Dimensions Theory as a basis for cross-cultural communication. Cross-cultural communication takes two forms: cross-cultural comparisons of how people from different cultures communicate, and communication dynamics involved interactions between people from different cultures. Hofstede's Cultural Dimensions Theory used a structure derived from component analysis (analysis of two or more independent variables) to highlight the impact of a society's culture on the values of its members and how these values are connected to behavior. Employee engagement is the passion of organizational members for their work where they work and express themselves physically, cognitively and emotionally while doing their work (Abas et al., 2019). Based on Ryff (2006) defined Psychological Well-Being Theory as a condition where individuals have a positive attitude towards themselves and others, can make their own decisions and organize an environment that is compatible with their needs. Psychological Well-Being Theory is a stated where an individual is able to accept himself as he is, is able to form warm relationships with other people, has independence from social pressure, is able to control the external environment, has meaning in life, and is able to realize his potential continuously (Hamzah et al., 2022).

According to Dennis Organ (2006) stated that Organization Citizenship Behavior is an individual's voluntary behavior outside the job description which is explicitly or indirectly recognized by the formal reward system, and in aggregate can increase the effectiveness of functioning in an organization but more than half a century ago (Ardiyansah & Mon, 2023). Based on the big theory in the form of performance, the researcher took three reference sub-theories to proceed with the variables of this research. The three sub-theories that researchers took as references are work culture, employee engagement, organizational citizenship behavior and performance. Where researchers argued that there is a relationship between work culture and employee engagement on organizational citizenship behavior, a relationship between organizational citizenship behavior on performance and a relationship between work culture and employee engagement on performance through organizational citizenship behavior.

III. Conceptual Model

Based on the theoretical review and previous research, it is explained that performance or job performance is defined as a person's success in carrying out work, or successful role achievement that a person obtains from his actions. The conceptual framework in this study aims to analyze which variables are positioned as exogenous variables of Work culture (X1) and Employee Engagemen (X2). OCB intervening variables (Z) and endogenous work performance variables (Y). So that the proportions are based on theoretical and empirical studies that explain how many hypotheses and how the relationship between variables. The research conceptual framework is shown as follows in figure 1:

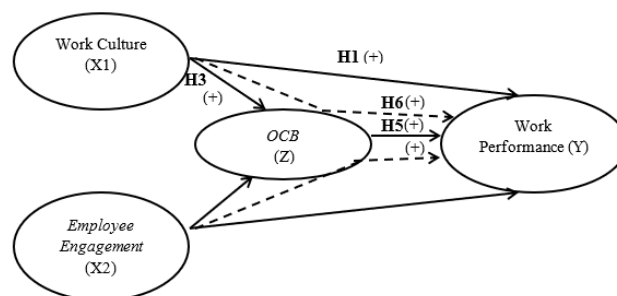


Figure 1. Conceptual Framework

HYPOTHESIS

The Influence of Work Culture on Employee Performance

One of the factors that influences employee performance is work culture. According to (Ichsan et al., 2020) work culture is a system of shared values in an organization that determines the level of how employees carry out activities to achieve organizational goals. So that employee performance meets expectations, the organization or organizational leaders enforce the rules and always provide attention and supervision. Organizations should provide compensation providing religious facilities and a comfortable workplace (Palupi et al., 2021). According to research (Dami et al., 2022; Nurdinah & Kurniawan, 2019) (Gentari et al., 2023; Kaesang et al., 2021) showed that work culture influences performance. This is different from research conducted by (Yossi Maria Marintan Hutajulu et al., 2021) where the results were that work culture had no effect on performance. Therefore the hypotheses developed is:

H1: Work culture influenced employee performance

The Influence of Employee Engagement on Employee Performance

According to Akbar (in Rustono and Akbary, 2016: 1173), employee engagement can be linked to company success, such as higher quality, lower turnover rates, and better employee performance. Thus, employee engagement has a positive relationship with employee performance. The higher employee engagement, the employee performance will increase, for example employee dedication to an agency so that they can place common interests above personal interests. According to research (Dami et al., 2022; Nurdinah & Kurniawan, 2019) (Gentari et al., 2023) (Ardianto et al., 2021) showed that employee engagement influenced performance. This is different from research conducted by (Haedar et al., 2021) where the results were that employee engagement had no effect on performance. Therefore the hypothesis developed is: H2: Employee Engagement influenced employee performance

The Influence of Work Culture on Organizational Citizenship Behavior

In a strong organizational culture, employees feel more willing to do more work than is required in the job description. The aspects of organizational culture related to OCB are innovation and the courage to take risks. This can be seen from the extent to which employees are encouraged to be innovative and dare to take risks. This causes employees to leave their job role by helping other employees to complete their tasks or in other words realizing OCB. According to research (Bayu Putra & Fitri, 2021) showed that work culture influenced organizational citizenship behavior. This is different from research conducted by (Handayani, 2017) where the results were that work culture had no effect on organizational citizenship behavior. Therefore the hypothesis developed is: H3: Work culture influenced Organizational Citizenship Behavior (OCB).

The Influence of Employee Engagement on Organizational Citizenship Behavior

Employee engagement refers to the extent to which employees are fully involved in their work, thereby strengthening their Organizational Citizenship Behavior (OCB) towards work and the company. Employees who are involved in work and Organizational Citizenship Behavior (OCB) towards the company will work to achieve the company's competitive advantage by achieving high productivity, good customer service, and reducing employee turnover rates. According to research (Chasanah et al., 2022) showed that employee engagement influences organizational citizenship behavior. This is different from research conducted by (Dalimunthe & Iwan Zuanda, 2020) where the results were that employee engagement had no effect on organizational citizenship behavior. Therefore the hypothesis developed is: H4: Employee Engagement influenced Organizational Citizenship Behavior (OCB) Influenced Organizational Citizenship Behavior (OCB)

The Influence of Organizational Citizenship Behavior on Employee Performance

Organizational Citizenship Behavior (OCB) plays an important role in a company because it is carried out by an employee with full freedom (at will) in determining things and understanding each other without any request for compensation or other formal rewards, so this behavior is very helpful and profitable for the company. According to research (Anwar, 2021; Purwanto et al., 2021; Suhardi, 2019) (Purwanto et al., 2021) showed that organizational citizenship behavior influenced performance. This is different from research conducted by (Timotius et al., 2022) where the results were that organizational citizenship behavior had no effect on performance. Therefore the hypotheses developed is:

H5: Organizational Citizenship Behavior influences employee performance

The Influence of Work Culture on Employee Performance through Organizational Citizenship Behavior

According to Organ (2015:31), OCB is a free individual behavior, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization. In other words, OCB is employee behavior that exceeds the required role, which is not directly or explicitly recognized by the formal reward system. Fidyah & Setiawati's research (2022) showed that work culture and employee engagement

influence performance through job satisfaction. Palupi et.al's (2022) research showed that competence, work engagement, organizational commitment influence performance through Organizational Citizenship Behavior. Therefore the hypothesis developed is:

H6: Work culture influenced employee performance through organizational citizenship behavior

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

Titisari (2014: 5), believed that OCB is an individual's contribution that exceeds role demands in the workplace which involves several behaviors including helping others, volunteering for extra tasks, complying with workplace rules and procedures. So, in general, what is meant by OCB is a form of individual behavior that exceeds formal requirements. Hadi & Hanif's research (2022) showed that work engagement influenced performance through Organizational Citizenship Behavior. Therefore the hypothesis developed is:

H7: Employee Engagement influenced employee performance through Organizational Citizenship Behavior

IV. Conclusion

The research results showed that work culture influenced the performance of Structural employees. Employee engagement influenced employee performance. Work culture influenced employee organizational citizenship behavior. Employee engagement influenced employee organizational citizenship behavior. Organizational citizenship behavior influenced employee performance. Work culture influenced structural employee performance through organizational citizenship behavior. Employee engagement influenced structural employee performance through organizational citizenship behavior.

The results of this research can be used as consideration in developing strategies and policies to improve the performance of Bondowoso Regency Government Structural employees. The Bondowoso Regency Government should pay attention to human capital because the human resources aspect is the main factor in achieving optimal performance in the Bondowoso Regency Government. For academics to write more actively in order to produce new theories related to human resource management, as reference material for further research and it is hoped that they can contribute to the development of knowledge, especially those related to human resource management. For the Academic Community of the Master of Management Science Study Program at Muhammadiyah University of Jember and other researchers to be able to research more deeply into other variables that influence performance, and of course with better financial resources and time so that benefits can be obtained from this research.

Sampling as a basis for the influence between variables to determine whether a variable has an influence or not, needs to be added further so that it differentiates between current and future researchers and sampling techniques can be even more varied with sampling theories according to the researcher's needs. Future researchers should be able to develop this research by adding variables or indicators that already exist in this research so that there is an increase in research and the results of this research can be used as a basis, and become a means to train to think scientifically based on the scientific disciplines obtained during the lecture period. especially those related to human resource management. The authors emphatically emphasize that nothing financial or personal is involved conflicts of interest that could influence the results of this research. Beside, no financial support or compensation was received for the conduct of this research or the composition of this article. We also confirm that we have no direct financial or personal affiliations that could potentially bias the results or interpretations that presented here

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