

THE INFLUENCE OF JOB EMBEDDEDNESS AND EMPLOYEE ENGAGEMENT ON JOB PERFORMANCE MEDIATED BY ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN CILACAP DISTRICT EDUCATION AND CULTURE EMPLOYEES



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Abstract

This study aims to determine and analyze the effect of Job Embeddedness and Employee Engagement on Job Performance Mediated by Organizational Citizenship Behavior (OCB) of Cilacap Regency Education and Culture Office Employees. This type of research is quantitative research. The data in this study are primary and secondary in the form of questionnaires given to 99 respondents and the results of interviews with the Personnel Analyst. The population of this study is all civil servants, a total of 99 people. The sampling technique used is a non-probability sampling technique with saturated sample types, where the sample is 99 people. The method used is descriptive and quantitative analysis. The analysis technique used is the path analysis technique. The results of this study indicate that: 1. Job embeddedness has a positive and significant effect on job performance, 2. Employee engagement has a positive and significant effect on job performance 3. OCB mediates the effect of job embeddedness on job performance, 4. OCB mediates the effect of employee engagement on job performance.

Keywords: Employee Engagement, Job Embeddedness, Job Performance, OCB

INTRODUCTION

Indonesia is a developing country that requires optimal management of human resources to become a developed country and be able to compete with other countries. The level of education in Indonesia is ranked 54th out of a total of 78 countries in 2021 based on the publication of the 2022 World Population Review. Indonesia has a wealth of artificial and natural culture for which the Minister of Education, Culture, Research, and Technology (Mendikbudristek) has stipulated fifteen Nationally Ranked Cultural Reserves in the period January-October 2022. The fifteen Nationally Ranked Cultural Reserves are divided into three categories, namely: object category, structure category, and site category (Agung Gede Oka Wisnumurti et al., 2018).

Determination of Cultural Conservation is the gateway for the implementation of activities to protect, develop, and utilize Cultural Conservation. This general phenomenon is the basis for the importance of research on the Office of Education and Culture which has responsibility for managing education and culture in the regions. Performance is an important thing for the organization (Perles et al., 2018). Performance is a picture of performance that can be measured both in quality and quantity. The performance of PNS according to Government Regulation Number 30 of 2019 is the work achieved by each PNS in the organization/unit in accordance with the Employee Performance Targets (SKP) (Kallio et al., 2017). Optimal employee performance will certainly encourage the achievement of organizational targets to the organization's vision. Employee performance is the result of work in quality and quantity achieved by someone in carrying out their duties in accordance with the responsibilities given to them (Rusmiati et al., 2021). If the employee's performance is not optimal, it can be indicated that it is affected by job embeddedness, employee engagement, and OCB.

The linkage of job embeddedness to employee performance is in accordance with the opinion of Mitchell et. al (2001) in Norawati et al., (2022) which states that the bond between employees and their work and organization can influence employee behavior. In the opinion of Indarti et al., (2017) which states that individuals who feel a bond with their work and organization make these individuals behave positively which can contribute to the efficiency and effectiveness of organizational functions, and can encourage the creation of organizational citizenship behavior (OCB).

OCB is a choice behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization (Robbins, 2019). Employees who have extra behavior or OCB will have a positive impact in improving employee performance. The relationship between OCB in mediating the effect of job embeddedness on employee performance is supported by research by Norawati et al., (2022) who found that job embeddedness has a positive and significant effect on employee performance mediated by OCB and research by (Sugianingrat et al., 2021) who found that OCB had a positive and significant effect on employee performance but contradicted the research by Hatidja et al., (2022) who found that OCB had a positive and insignificant effect on performance.

There are other factors that are thought to affect performance, namely: employee engagement. Bedarkar & Pandita, (2014) states that employee engagement is a condition in which a person is able to commit to the organization both emotionally and intellectually. Engagement or employee engagement is a positive thing where someone who feels "engaged" towards their work, they will have a better sense of enthusiasm and effective relationship with their work (Bakker & Leiter, 2010). Research Sugianingrat et al., (2019) who found that employee engagement has a positive and significant effect on job performance. But contrary to research from Arifin et. al (2019) who found that employee engagement has no effect on job performance.

Employees who have high employee engagement will encourage extra behavior or OCB which will have an impact on improving their performance. The expert's opinion is supported by research from Sugianingrat & Yoga, (2018) and Sadiq et al., (2022) who found that employee engagement has a positive and significant effect on OCB and research by Sugianingrat & Yoga, (2018) and Norawati et al., (2022) found that OCB has a positive and significant effect on employee performance. However, contrary to the research by Sadiq et al., (2022) who found that OCB had a positive and insignificant effect on performance.

The purpose of this study was to analyze and discuss the effect of job embeddedness and employee engagement on job performance mediated by OCB among Cilacap District Education and Culture Office employees.

REVIEW OF LITERATURE

Job Embeddedness

According to Mitchell et al in Norawati et al., (2022) states that job embeddedness is an employee's attachment to work and its organization which is influenced by aspects from within the job (on the job) and outside the job (off the job). Meanwhile, according to Tian et al., (2016) job embeddedness is a relationship about how well people feel suited to work and organizations such as relationships between people inside work and outside work and what they will sacrifice if they leave their position or organization .

Employee Engagement

According to Fajrina & Noer, (2021) suggest that employee engagement is the highest level in the emotional and intellectual relationship of an employee to work, company, managers, or co-workers who can exert influence to increase discretionary effort at work. Meanwhile, according to Muliawan et al., (2018) explained that employee engagement is the emotional commitment of employees to the organization and its goals. This emotional commitment means employees really care about their jobs and the company.

Job Performance

According to Government Regulation Number 30 of 2019 it explains that job performance or performance is a work result that can be achieved by every individual in an organization or unit in accordance with established employee performance standards and work behavior. Meanwhile, according to Silaen et al., (2021) explained that performance is an employee who carries out his functions in accordance with the responsibilities given and is successful in quality and quantity.

OCB

According to Naway & Haris, (2017), Organizational Citizenship Behavior (OCB) is a person's actions carried out voluntarily and outside of his main role as an employee who can make a positive contribution to the development and effectiveness of the organization. Meanwhile, according to Sa'adah & Rijanti, (2022) states that OCB is behavior based on personal desires that are carried out outside of formal duties and are not directly or explicitly related to the reward system (Toha & Supriyanto, 2023).

Influence among Variables

The stronger the conformity bond and the stronger the good relationship between employees, and the greater the perception that when leaving work and the community in the organization, many things are sacrificed, this shows that the more individuals perceive themselves to be attached to the organization (Toha & Supriyanto, 2023). With the influence of job embeddedness on employees can realize increased employee performance. Based on previous research conducted by Norawati et al., (2022), his research found that job embeddedness has a positive and significant effect on job performance variables.

H1: Job embeddedness affects job performance

Individuals who have a high emotional and intellectual relationship with the organization will make individuals do positive things and will feel attached to the organization. This will have a positive impact or can improve employee performance. Based on previous research conducted by Sugianingrat, (2018) who found that employee engagement has a positive and significant effect on job performance. But contrary to research from Arifin et al., (2019) who found that employee engagement has no effect on job performance.

H2: Employee engagement has an effect on job performance

Individuals who have a bond with their work and are loyal will have an influence on employee performance, job embeddedness also has an influence on OCB which then OCB has an influence on employee performance. Individuals who feel a bond with their work and organization will influence the individual's performance in terms of the efficiency and effectiveness of organizational functions and can encourage the creation of OCB. Based on previous research conducted by Norawati et al., (2022) on his research, job embeddedness positive and significant effect on job performance mediated by OCB.

H3: OCB plays a role in mediating the effect of job embeddedness on job performance

The existence of an emotional and intellectual connection makes employees enthusiastic about doing their job. This work spirit will encourage a person's contribution to his work beyond the demands of a role at work or what is called OCB. Therefore, employees who have high employee engagement will encourage extra behavior or OCB which will have an impact on improving their performance. Based on previous research conducted by Sugianingrat, (2018) and Sadiq et al., (2022) who found that employee engagement has a

positive and significant effect on OCB and research by Sugianingrat, (2018) and Norawati et al., (2022) found that OCB has a positive and significant effect on employee performance.

H4: OCB plays a role in mediating the effect of employee engagement on job performance

Figure 1 shows the relationship between the variables job embeddedness, employee engagement, job performance, and OCB

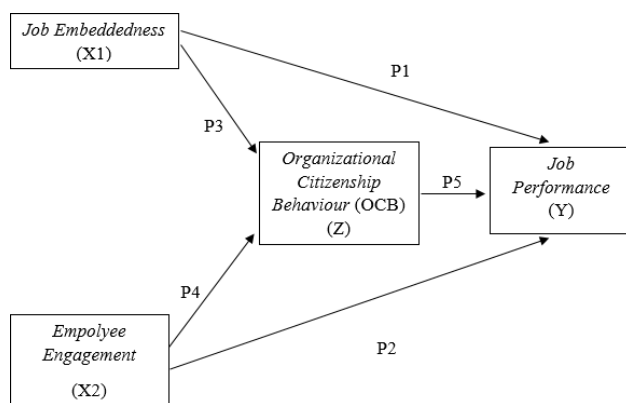


Figure 1
Research Model

RESEARCH METHOD

This research uses quantitative research methods. Data collection techniques in this study were carried out by distributing questionnaires. The population used was secretariat employees at the Cilacap Regency Education and Culture Office with the status of Civil Servants (PNS), namely 99 people. The sampling technique uses saturated sampling so that the samples taken are the entire population, namely 99 people. The instrument test in this study was tested using the SPSS analysis method. This study uses two stages in using the SPSS evaluation model, namely a validity test that compares r arithmetic with r tables and a reliability test that uses Cronbach alpha values, t tests, beta values, p values, and the coefficient of determination (R square).

RESULTS AND DISCUSSION

Respondent Demographic Characteristics

In this study, the characteristics of the respondents included gender, age, years of service, and division. The results of the characteristics of the respondents in this study were

that the respondents who filled out the most questionnaires had male sex totaling 58 people (58.6%), aged 46 to 58 years totaling 69 people (69.7%), 31 to 40 years of service, totaling 31 people (31.3%), and PTK Development Division amounted to 26 people (26.2%).

Validity Test Results

The test used to measure the validity or invalidity of a questionnaire. This can be seen from the significance test conducted by comparing the r count with the r table. In determining whether or not an item is appropriate, a correlation coefficient significance test is carried out at the 0.05 level. If r count is greater than r table and the value is positive then the question or variable is declared valid. In this study, the t value for the job embeddedness variable was 0.716, employee engagement variable was 0.554, job performance variable was 0.584, and OCB variable was 0.272. Thus the variables job embeddedness, employee engagement, job performance, and OCB are declared valid because each t -count value is > 0.05 .

Reliability Test Results

The test used to measure the questionnaire which is an indicator of the variable. To calculate the reliability test, namely with Cronbach Alpha > 0.70 . If the Cronbach Alpha coefficient > 0.70 then the question or variable is declared reliable. In this study, the Cronbach Alpha variable for job embeddedness was 0.864, employee engagement variable was 0.841, job performance variable was 0.900, and OCB variable was 0.919. Thus the variables job embeddedness, employee engagement, job performance, and OCB are declared reliable because each Cronbach Alpha value is > 0.70 .

Model Test Results I

This test is to determine job embeddedness and employee engagement variables on OCB. The result is that the value of the path coefficient (Beta) on the job embeddedness variable has a positive effect which has a Beta value of 0.629 and is significant which has a Sig value of $0.009 < 0.05$ on the OCB variable. Then the value of the path coefficient (Beta) in the employee engagement variable has a positive effect which has a Beta value of 0.548 and is significant which has a Sig value of $0.000 < 0.05$ to the OCB variable. Thus, the job embeddedness variable and employee engagement variable on OCB have a unidirectional relationship.

Table 1
Model Test Results I
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
(Constant)	.636	.370		1,721	.088
Job Embeddedness (X1)	.739	.071	.629	3,531	.009
Employee Engagement (X2)	.661	.102	.548	6,478	.000

a. Dependent Variable: OCB (Z)

Source: Processed data (2023)

Model II Test Results

This test is to determine job embeddedness, employee engagement, and OCB variables on job performance variables. The result is that the value of the path coefficient (Beta) on the job embeddedness variable has a positive effect which has a Beta value of 0.305 and is significant which has a Sig value of $0.002 < 0.05$ on the job performance variable. Then the value of the path coefficient (Beta) in the employee engagement variable has a positive effect which has a Beta value of 0.241 and is significant which has a Sig value of $0.008 < 0.05$ on the job performance variable. Then the value of the path coefficient (Beta) on the OCB variable has a positive effect which has a Beta value of 0.259 and significant which has a Sig value of $0.006 < 0.05$ on the job performance variable. Thus, the variables job embeddedness, employee engagement, and OCB on job performance have a unidirectional relationship.

Table 2
Model Test Results II
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
(Constant)	1,854	.374		4,953	.000
Job Embeddedness (X1)	.527	.072	.305	3,169	.002
Employee Engagement (X2)	.444	.112	.241	3,362	.008
OCB (Z)	.430	.102	.259	3,259	.006

a. Dependent Variable: Job Performance (Y) Source: Processed data (2023)

Path Analysis

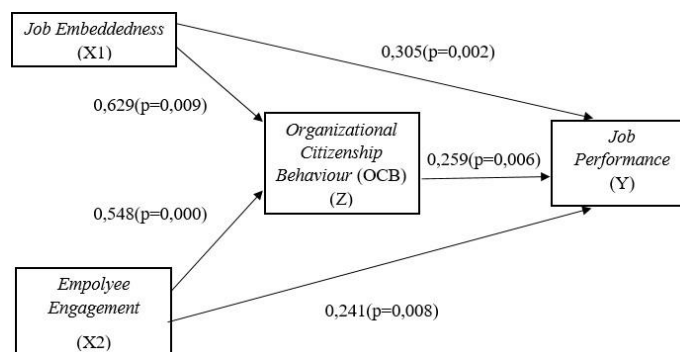


Figure 2
Path Analysis Diagram

Hypothesis Test Results

The criteria for testing the hypothesis in this study, namely if the value of t count > t table (0.1660) then the hypothesis is accepted. Based on Table 3, the variable of job embeddedness on job performance has a t-value of 3.169, the variable of employee engagement on job performance has a t-count of 3.362, the variable of job embeddedness on job performance through OCB is 2.36, the variable of employee engagement on job performance through OCB is 2.85. Thus Ho from the variable job embeddedness, employee engagement, job performance, and OCB is accepted.

Table 3
Results of Hypothesis Test

Variable	t count	t table	Information
Job Embeddedness -> Job Performance	3,169	1,660	Ho accepted
Employee Engagement -> Job Performance	3,362	1,660	Ho accepted
Job Embeddedness -> OCB -> Job Performance	2.36	1,660	Ho accepted
Employee Engagement -> OCB -> Job Performance	2.85	1,660	Ho accepted

Effect of Job Embeddedness on Job Performance

Based on the results of hypothesis testing, it shows that the effect of job embeddedness on job performance is positive and significant. This research proves that high job embeddedness can improve employee performance, where employees feel appropriate knowledge, skills, and abilities to the tasks/jobs in the agency. The results of this study are

also supported by research conducted by Lutfi et al., (2020). His research shows that job embeddedness has a positive and significant effect on job performance.

The Effect of Employee Engagement on Job Performance

Based on the results of hypothesis testing, it shows that the effect of employee engagement on job performance is positive and significant. This research proves that high employee engagement can improve employee performance, where employees feel comfortable with their jobs, agencies, and co-workers. With this sense of comfort, employees have high enthusiasm, high enthusiasm, and feel proud of their work. The results of this study are also supported by research conducted by Arifin et al., (2019). In his research, it shows that employee engagement has a positive and significant effect on job performance.

The Influence of OCB in Mediating Job Embeddedness on Job Performance

Based on the results of hypothesis testing, it shows that the effect of job embeddedness on job performance mediated by OCB is positive and not significant. Employees already have appropriate knowledge, skills and abilities for the tasks/jobs in the agency and feel an attachment to the agency. The existence of OCB also has a positive effect on employees in improving their performance. Where employees have a voluntary attitude to help between employees. The results of this study are also supported by research conducted by Akhfani Lutfi et al., (2020). In his research, it shows that OCB has a positive effect in mediating the effect of job embeddedness on job performance.

The Influence of OCB in Mediating Employee Engagement on Job Performance

Based on the results of hypothesis testing, it shows that the effect of employee engagement on job performance mediated by OCB is positive and not significant. Employees already feel comfortable with their jobs, agencies, and co-workers. The existence of OCB also has a positive effect on employees in improving their performance. Where employees have a voluntary attitude to help between employees. The results of this study are also supported by research conducted by (Sadiq et al., 2022). In his research, it shows that OCB has a positive effect in mediating the effect of employee engagement on job performance.

CONCLUSION

The conclusion of the study is that job embeddedness has a positive and significant effect on job performance at the Cilacap Regency Education and Culture Office. Employee

engagement has a positive and significant effect on job performance at the Cilacap Regency Education and Culture Office. OCB mediates the effect of job embeddedness on job performance at the Cilacap District Education and Culture Office. OCB mediates the effect of employee engagement on job performance at the Cilacap Regency Education and Culture Office.

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