

Improving Performance Based on Work Engagement and Organizational Citizenship Behavior in the Hospital Services Industry

Sri Rahayu Niwidadi¹, Nuryadi², Muhammad Sifak Beni K³, Yusuf Abdillah⁴, Nurul Qomariah⁵

Universitas Muhammadiyah Jember, Indonesia
nurulqomariah@unmuhjember.ac.id

Abstract

Improving performance is an important thing that must get the attention of every organization in facing increasing competition today, so that it can compete openly. This research design aims to determine the impact of work engagement and organizational citizenship behavior on employee performance in the hospital industry in Jember Regency. The population in this study were all nurses who worked in the inpatient department. The sample size was determined to be 117 nurses with the provisions for regional research being sufficient. The analysis design used is descriptive analysis, validity and reliability tests and research hypothesis testing. The results of this research are expected to show that work engagement and organizational citizenship behavior can improve employee performance in the hospital industry in Jember Regency.

Keywords

*work engagement;
organizational citizenship
behaviour; employee
performance; industry.*



I. Introduction

The success of an organization cannot be separated from the role of effective and efficient human resource management (Azhad et al., 2015). Human resources (HR) in an organization are a very determining factor in achieving organizational goals, both government and organizational (A. A. P. Mangkunegara, 2018). Seeing the importance of the role of employees, the aspects that empirically influence the improvement of employee performance are aspects that must be considered. Human resources in an organization or company are central and important because humans themselves are creatures who have intelligence, have various ways or cultures of work, have the ability to develop, and have desires that are different from other means of production that cannot develop their abilities and do not have desires like humans (Qomariah, 2020). Humans are not the same as other means of production, so human management must be innovative, effective, efficient and sustainable. The aim of human resource management is to ensure that employees can work well so as to produce performance that is beneficial to the organization.

Conceptually, employee performance or work achievement is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Work performance or achievement can be interpreted as achieving work results in accordance with the rules and standards that apply to each organization (Sedarmayanti, 2017). Performance is a result of work achieved by a person in carrying out the tasks assigned to him which is based on skill, experience and seriousness of time (Hasibuan, 2018). Several factors that can improve performance include work engagement and organizational citizenship behavior.

One factor that can provide increased performance is work engagement. According to (Lockwood, 2003), the meaning of employee attachment to their work or what is also called work engagement is a condition where a person is able to commit to the organization both emotionally and intellectually. According to (Bakker & Leiter, 2010), the definition of work engagement can be said to be a thought concept where employees have a sense of attachment to their work which can cause them to work more enthusiastically. Research conducted by (Qodariah, 2019), (Justina et al., 2019), (Syafitri & Iryanti, 2022), (Irwandi & Sanjaya, 2022), (Albana, 2019), (Rahmayani & Wikaningrum, 2022), (Manalu et al., 2021), (Kustya & Nugraheni, 2020), (Setyawati & Nugrohoseno, 2019) states that work engagement has a positive impact on employee performance. Thus, companies or organizations must ensure that employees have a close connection to their work so that performance can increase.

Organizational citizenship behavior is also a variable that is thought to provide an increase in employee performance. According to (Sanosra et al., 2014), organizational citizenship behavior (OCB) can be defined as the positive behavior of people in the organization. People's behavior is usually expressed in the form of a conscious and voluntary willingness to work, contributing to the organization more than what is formally required by the organization. A person's OCB behavior can be seen when someone helps a co-worker who is having trouble at work, the behavior of someone replacing a co-worker who is absent or taking a break, the behavior of someone helping a co-worker whose work is overloaded, and so on, which is essentially a person's willingness to do so. Helping colleagues who need help without compensation. OCB behavior can also be seen from the way someone helps other people do their tasks when they are not at work and also helps other people outside the department when they have problems completing their tasks. It is clear that someone who has OCB behavior can be said to have great responsibility for their own work, so it can be said that someone who has good OCB behavior means their performance is also good. Research on the relationship between OCB and performance was carried out by: (Kurniawan et al., 2019), (Suzanna, 2017), (Singh et al., 2019), (Putri & Utami, 2017), (Sari & Sus, 2015), (Hermanto & Srimulyani, 2022), (Chelagat et al., 2015), (Jufrizen et al., 2020), (Novelia et al., 2016), (Chandra et al., 2020), (Lestari & Ghaby, 2018), (Arianto, 2017), (Agustiningrum, 2016), (Nurnaningsih & Wahyono, 2017), (Bodroastuti & Tirtono, 2019), (Alhasani et al., 2021), (Arifin & Djamro, 2019), (Setyawati et al., 2021), (Rusmayanti et al., 2022), (Thamrin et al., 2024), (Qomariah et al., 2023) which states that organizational citizenship behavior has a positive impact on employee performance in the organization. Meanwhile, research conducted by (Lukito, 2020), (Agustiningsih et al., 2016), (Atikah & Qomariah, 2020) states that organizational citizenship behavior does not have a positive impact on employee performance.

Based on the problems related to the concepts used in this research and the results of research related to the concepts used which have inconsistent results, this research aims to: 1) to determine the impact of work engagement on employee performance; 2) to determine the impact of organizational citizenship behavior on employee performance.

1.1 Research Framework

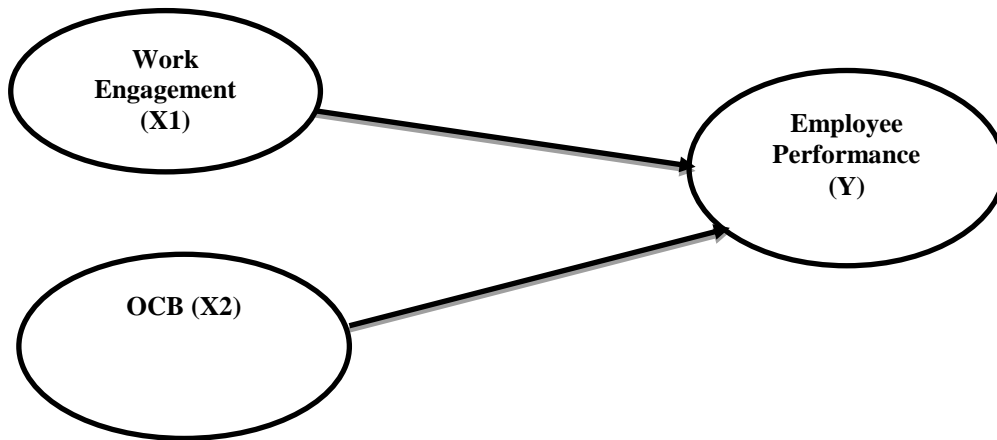


Figure 1. Conceptual Framework

II. Literature of Review

2.1 Human Resource Management

According to (Handoko, 2015) the definition of Human Resource Management (HRM) can be said to be a company's efforts to manage human resources within the company for which it is responsible. Every company has pre-planned goals so it is necessary to organize its human resources to achieve previously set company goals.

2.2 Employee Performance

Mathis & Jackson (2011) stated that the definition of employee performance is the result of work that employees do and do not do in a company at a certain time. The understanding of employee performance can also be described as expressions such as output, efficiency and work effectiveness which are often linked to productivity (Gomes, 2010). Meanwhile, according to (Mangkunegara, 2017), employee performance is the result of an employee's work, both in terms of quality and quantity, achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

2.3 Work Engagement

According to (Lockwood, 2003), the meaning of employee attachment to their work or what is also called work engagement is a condition where a person is able to commit to the organization both emotionally and intellectually. According to (Bakker & Leiter, 2010), the definition of work engagement can be said to be a concept of thought where employees have a sense of attachment to their work which can cause them to work more enthusiastically.

2.4 Organizational Citizenship Behavior

Organizational citizenship behavior is also a variable that is thought to provide an increase in employee performance. According to (Sanosra et al., 2014), organizational citizenship behavior (OCB) can be defined as the positive behavior of people in the organization. People's behavior is usually expressed in the form of a conscious and

voluntary willingness to work, contributing to the organization more than what is formally required by the organization.

III. Research Methods

The variables in this research were designed to consist of 2 (two) types of variables, namely the independent variable and the dependent variable. Therefore, this research is called quantitative causality research. Quantitative causality research can be interpreted as research that aims to determine the influence of the independent variable on the dependent variable (Sekaran, 2006). Work engagement (X1) and organizational citizenship behavior (X2) as independent variables and employee performance (Y) as the dependent variable. The population design in this study was all inpatient nurses in the hospital industry in Jember Regency. The data analysis was designed using descriptive analysis, validity and reliability testing, and research hypothesis testing.

IV. Results and Discussion

4.1 The Effect of Work Engagement on Employee Performance

According to (Lockwood, 2003), the meaning of employee attachment to their work or what is also called work engagement is a condition where a person is able to commit to the organization both emotionally and intellectually. According to (Bakker & Leiter, 2010), the definition of work engagement can be said to be a thought concept where employees have a sense of attachment to their work which can cause them to work more enthusiastically. Mathis & Jackson (2011) stated that the definition of employee performance is the result of work that employees do and do not do in a company at a certain time. The understanding of employee performance can also be described as expressions such as output, efficiency and work effectiveness which are often linked to productivity (Gomes, 2010). The relationship between work engagement and employee performance is that employees who have a strong commitment to their work will usually be happy at work and will complete work on time as assigned. Thus, there is a positive correlation between work engagement and employee performance. Research conducted by (Qodariah, 2019), (Justina et al., 2019), (Syafitri & Iryanti, 2022), (Irwandi & Sanjaya, 2022), (Albana, 2019), (Rahmayani & Wikaningrum, 2022), (Manalu et al., 2021), (Kustya & Nugraheni, 2020), (Setyawati & Nugrohoseno, 2019) state that work engagement has a positive impact on employee performance. Thus, the hypothesis in this research is the first hypothesis (H1) is: work engagement has a positive influence on employee performance.

4.2 The Influence of Organizational Citizenship Behavior on Employee Performance

Organizational citizenship behavior is also a variable that is thought to provide an increase in employee performance. According to (Sanosra et al., 2014), organizational citizenship behavior (OCB) can be defined as the positive behavior of people in the organization. Mathis & Jackson (2011) stated that the definition of employee performance is the result of work that employees do and do not do in a company at a certain time. The understanding of employee performance can also be described as expressions such as output, efficiency and work effectiveness which are often linked to productivity (Gomes, 2010). The relationship between organizational citizenship behavior and employee

performance can be described as follows, namely if there is an employee who has OCB behavior where they like to provide help and assist colleagues who are experiencing problems at work, then these employees will be alert in completing the work that is their task. Research on the relationship between OCB and performance was conducted by: (Kurniawan et al., 2019), (Suzanna, 2017), (Singh et al., 2019), (Putri & Utami, 2017), (Sari & Sus, 2015), (Hermanto & Srimulyani, 2022) the result of which is that OCB has an impact on employee performance. Thus, the second research hypothesis (H2) is that organizational citizenship behavior influences employee performance.

V. Conclusion

Research on the influence of work engagement and organizational citizenship behavior on employee performance needs to be carried out because it turns out there are still inconsistent results, thus the conclusions from this research design are:

1. It is hoped that employee work engagement will have a positive influence on employee performance.
2. It is hoped that organizational citizenship behavior from employees will have an influence on employee performance.

References

- Agustiningrum, S. D. (2016). Pengaruh Persepsi Dukungan Organisasi Terhadap Kinerja Karyawan Yang Dimediasi Oleh OCB (Organizational Citizenship Behavior) (Studi pada PT.Angkasa Pura I Kantor Cabang Surabaya). *Jurnal Ilmu Manajemen (JIM)*, 4(2), 212–225. <https://jurnalmahasiswa.unesa.ac.id/index.php/jim/article/view/17539/15973>
- Agustiningsih, H. N., Thoyib, A., Djumilah, H., & Noermijati. (2016). The Effect of Remuneration, Job Satisfaction and OCB on the Employee Performance. *Science Journal of Business and Management*, 4(6), 212. <https://doi.org/10.11648/j.sjbm.20160406.16>
- Albana, H. (2019). Pengaruh Job Crafting terhadap Kinerja Karyawan yang Dimediasi oleh Work Engagement di PT. Terminal Teluk Lamong Surabaya. *Jurnal Ilmu Manajemen*, 7(1), 210–219. www.indonesia-investments.com,
- Alhasani, I. S., Suswati, E., & Wahyono, G. B. (2021). PENGARUH KOMPETENSI DAN KOMITMEN ORGANISASI TERHADAP KINERJA PEGAWAI MELALUI ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) SEBAGAI MEDIASI. *Jurnal Sosial Dan Teknologi*, 1(9), 106–120. <https://sostech.greenvest.co.id/index.php/sostech/article/view/206/264>
- Arianto, D. (2017). Pengaruh Kepuasan Kerja terhadap Kinerja Karyawan melalui Organizational Citizenship Behavior sebagai Variabel Intervening (Studi pada Staff PT Kepuh Kencana Arum Mojokerto. *Jurnal Ilmu Manajemen*, 5(3), 1–9.
- Arifin, A. Ha., & Djamro, R. A. (2019). Pengaruh Kepuasan Kerja, Komitmen Organisasi Dan Profesionalisme Terhadap Perilaku Organisasi Dan Kinerja Dosen. *Jurnal Sosio Sains*, 5(April), 108–114.
- Atikah, K., & Qomariah, N. (2020). The effect of leadership style, organizational culture and motivation on employee performance. *Jurnal Manajemen Dan Bisnis Indonesia*, 6(2), 216–227. <https://doi.org/10.5267/j.msl.2020.2.008>

- Azhad, M. N., Anwar, & Qomariah, N. (2015). *Manajemen Sumber Daya Manusia*. Cahaya Ilmu.
- Bakker, A. B., & Leiter, M. P. (2010). *Work Engagement: A Handbook of Essential Theory and Research*. Psychology Press.
- Bodroastuti, T., & Tirtono, T. (2019). Pengaruh Komitmen Organisasi Dan Kepuasan Kerja Terhadap Organizational Citizenship Behaviour (Ocb) Serta Dampaknya Terhadap Kinerja Karyawan. *Solusi*, 17(2), 15–31. <https://doi.org/10.26623/v17i2.1463>
- Chandra, J. A., Martini, N. N. P., & Qomariah, N. (2020). Impact of Organizational Citizenship Behavior , Leadership , Individual Characteristics and Competence on Teacher Performance. *Jurnal Manajemen Dan Bisnis Indonesia*, 6(2), 244–256.
- Chelagat, L. J., Chepkwony, P. K., & Kemboi, A. (2015). Effect of Organizational Citizenship Behavior on Employee Performance in Banking Sector, Nairobi County, Kenya. *International Journal of Business, Humanities and Technology*, 5(4), 55–61.
- Gomes, F. C. (2010). *Manajemen Sumber Daya Manusia*. ANDI Offset.
- Handoko, T. H. (2015). *Manajemen Personalia dan Sumber Daya Manusia*. BPFE-Yogyakarta.
- Hasibuan. (2018). *Manajemen Sumber Daya Manusia (Ed. Revisi)*. PT Bumi Aksara.
- Hermanto, Y. B., & Srimulyani, V. A. (2022). The Effects of Organizational Justice on Employee Performance Using Dimension of Organizational Citizenship Behavior as Mediation. *Sustainability (Switzerland)*, 14(20), 1–19. <https://doi.org/10.3390/su142013322>
- Irwandi, F. Y., & Sanjaya, A. (2022). Pengaruh Work-Life Balance dan Work Engagement Terhadap Kinerja Karyawan Melalui Kepuasan Kerja (Studi Pada Bankaltimtara Syariah Cabang Jl. A Yani Samarinda). *Journal of Business Management Education* |, 7(2), 1–7.
- Jufrizen, J., Farisi, S., Azhar, M. E., & Daulay, R. (2020). Model Empiris Organizational Citizenship Behavior Dan Kinerja Dosen Perguruan Tinggi Swasta Di Medan. *EKUITAS (Jurnal Ekonomi Dan Keuangan)*, 4(2), 145. <https://doi.org/10.24034/j25485024.y2020.v4.i2.4159>
- Justina, S., Susetyo, S., & Kananlua, P. (2019). Pengaruh Leader-Member Exchange Terhadap Kinerja Karyawan Melalui Peran Variabel Mediasi Work Engagement Pada PT. Perusahaan Listrik Negara (Persero) Area Bengkulu. *Managament Insight: Jurnal Ilmiah Manajemen*, 13(1), 51–62. <https://doi.org/10.33369/insight.14.1.51-62>
- Kurniawan, R. A., Qomariah, N., & Winahyu, P. (2019). Dampak Organizational Citizenship Behavior , Motivasi Kerja, dan Kepuasan Kerja Terhadap Kinerja Karyawan. *Jurnal Penelitian IPTEKS*, 4(2), 148–160.
- Kustya, N. D., & Nugraheni, R. (2020). Analisis Pengaruh Work Engagement dan Kepemimpinan Terhadap Kinerja Karyawan Melalui Komitmen Organisational Sebagai Variabel Intervening (Studi Pada Kantor Pusat PDAM Tirta Moedal Kota Semarang). *Diponegoro Journal of Management*, 9(2), 1–13. <http://ejournal-s1.undip.ac.id/index.php/dbr>
- Lestari, E. R., & Ghaby, N. K. F. (2018). The Influence of Organizational Citizenship Behavior (OCB) on Employee's Job Satisfaction and Performance. *Industria: Jurnal Teknologi Dan Manajemen Agroindustri*, 7(2), 116–123. <https://doi.org/10.21776/ub.industria.2018.007.02.6>
- Lockwood, N. R. (2003). *Work-life balance: Challenges and solutions*. Society for Human Resource Management Research Quarterly. Alexandria, VA.

- Lukito, R. (2020). Pengaruh Organizational Citizenship Behaviour Terhadap kinerja karyawan melalui kepuasan kerja pada produksi PVC di UD. Untung Jaya Sidoarjo. *Agora*, 8(2).
- Manalu, A. R., Thamrin, R., Hasan, M., & Syahputra, D. (2021). Pengaruh Work Engagement Terhadap Kinerja Pegawai BPJS Ketenagakerjaan. *Journal of Economic and Management (JECMA)*, 3(1), 42–49. <https://doi.org/10.46772/jecma.v1i02.376>
- Mangkunegara, A. . A. P. (2017). Manajemen Sumber Daya Manusia Perusahaan. In PT. Remaja Rosdakarya. Bandung (Vol. 53, Issue 9). Remaja Rosdakarya.
- Mangkunegara, A. A. P. (2018). Manajemen Sumber Daya Manusia, Cetakan Kedua. PT Remaja Rosdakarya.
- Mathis, L. R., & Jackson, H. J. (2011). *Human Resource Management* (edisi. 10). Salemba Empat.
- Novelia, M., Swasto, B., & Ruhana, I. (2016). PENGARUH KOMITMEN DAN ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) TERHADAP KINERJA (Studi Pada Tenaga Keperawatan Rumah Sakit Umum Daerah dr. Soegiri Lamongan). *Jurnal Administrasi Bisnis S1 Universitas Brawijaya*, 38(2), 71–78.
- Nurnaningsih, S., & Wahyono. (2017). Pengaruh Kepuasan Kerja, Motivasi Kerja Dan Komitmen Organisasi Terhadap Kinerja Melalui Organizational Citizenship Behavior (Ocb) Sebagai Variabel Intervening. *Economic Education Analysis Journal*, 6(2), 365–378.
- Putri, Y. D., & Utami, H. N. (2017). Pengaruh Organizational Citizenship Behavior (OCB) Terhadap Kinerja (Studi Pada Tenaga Perawat Ruang Rawat Inap Rumah Sakit Baptis Batu). *Jurnal Administrasi Bisnis S1 Universitas Brawijaya*, 46(1), 27–34.
- Qodariah. (2019). ANALISIS DESKRIPSI PENGARUH WORK ENGAGEMENT TERHADAP KINERJA KARYAWAN: ABILITY (A), EFFORT (E), SUPPORT (S) PT SURVEYOR INDONESIA. *Journal of Management & Business*, 1 No 2(work engagement, employee performance), 1–12. <https://doi.org/10.26877/sta.v2i1.4033>
- Qomariah, N. (2020). *Manajemen Sumber Daya Manusia: Teori, Aplikasi dan Studi Empiris* (1st ed.). Pustaka Abadi. https://www.researchgate.net/publication/356291163_MANAJEMEN_SUMBER_DAYA_MANUSIA_Teori_Aplikasi_dan_Studi_Empiris
- Qomariah, N., Wiguna, P. K. S., & Martini, N. N. P. (2023). Improvement of Organizational Citizenship Behavior and Employee Performance Based on Transformational Leadership and Organizational Culture. *ICAME 2022*, 616–633. <https://doi.org/10.2991/978-94-6463-146-3>
- Rahmayani, W. E., & Wikaningrum, T. (2022). Analisis Perceived Organizational Support, Dukungan Atasan Dan Work Engagement Terhadap Kinerja Karyawan Selama Masa Pandemi Covid-19. *Jurnal Ekonomi Dan Bisnis*, 23(2), 71. <https://doi.org/10.30659/ekobis.23.2.71-85>
- Rusmayanti, P. A., Martini, N. N. P., & Qomariah, N. (2022). The Effect of Competence and Job Satisfaction on Organizational Citizenship Behavior and Employee Performance. *International Journal of Business and Management Invention (IJBMI)*, 11(1), 21–29. <https://doi.org/10.2991/piceeba2-18.2019.69>
- Sanosra, A., Ade, P., & Qomariah, N. (2014). *Perilaku Organisasi*. Cahaya Ilmu.
- Sari, O. R., & Sus. (2015). Pengaruh Kepuasan Dan Motivasi Kerja Terhadap Kinerja Karyawan Dengan Organizational Citizenship Behavior (Ocb) Sebagai Variabel Intervening. *Management Analysis Journal*, 4(1), 28–35. <https://doi.org/10.15294/maj.v4i1.7221>
- Sedarmayanti. (2017). *Sumber Daya Manusia dan Produktivitas Kerja*. CV Mandar Maju.

- Sekaran, U. (2006). *Metode Penelitian Untuk Bisnis*. Salemba Empat.
- Setyawati, S. M., & Nugrohoseno, D. (2019). Praktik Sdm, Job Crafting Dan Work Engagement Terhadap Kinerja Karyawan. *Jurnal Ilmu Manajemen*, 7(3), 619–628.
- Setyowati, T., Az, B. T., Tobing, D. S. K., Handriyono, H., Nurhayati, N., & Qomariah, N. (2021). The Role of Organizational Citizenship Behavior in Mediating the Relationship Between Organizational Culture and Job Satisfaction with Employee Performance. *Quality - Access to Success*, 22(185), 220–234. <https://doi.org/10.47750/QAS/22.185.29>
- Singh, G., Kumar, S., & Ahlawat, P. (2019). Effects of Personality Traits on Organizational Citizenship Behavior of Private Bank Employees. *IJMRS's International Journal of Management Sciences*, 07(01), 1–9.
- Suzanna, A. (2017). Pengaruh Organizational citizenship terhadap kinerja karyawan pada PT Taspen (PERSERO) Kantor Cabang Cirebon. *Jurnal Logika*, XIX(1), 42–50.
- Syafitri, R. A., & Iryanti, E. (2022). The Effect of Work Discipline and Job Satisfaction Through Work Engagement on Employee Performance Kantor Pos Cabang Utama Surabaya 60000 Pengaruh Disiplin Kerja dan Kepuasan Kerja Melalui Work Engagement Terhadap Kinerja Karyawan Kantor Pos Cabang Utama . *Management Studies and Entrepreneurship Journal*, 3(5), 2620–2627. <https://doi.org/https://doi.org/10.37385/msej.v3i4.969>
- Thamrin, M., Nursaid, N., Janah, Z., & Qomariah, N. (2024). The Role of Leadership in Improving Organizational Citizenship Behavior and Performance of Vocational High School (SMK) Teachers. *International Journal of Management Science and Information Technology*, 4(1), 7–13. <https://doi.org/https://doi.org/10.35870/ijmsit.v4i1.1631>