

## **Organizational Citizenship Behavior as Mediation Effect of Employee Engagement Dimensions on Employee Performance (Study in Non-Star Hotel, Bali, Indonesia)**

Ida Ayu Putu Widani Sugianingrat, Ni Nyoman Kerti Yasa, Desak Ketut Sintaasih and Made Subudi  
Faculty of Economic and Business, Udayana University, Denpasar, Bali, Indonesia

---

**Abstract:** This study aims to determine the effect of employee engagement dimensions on organizational citizenship behavior and performance of non-star hotel employees in Bali. This study supported 150 respondents who are employees of non-star hotels in Bali. The analysis was performed using structural equation modeling SmartPLS 2.0. The results showed that the dimensions of vigor and dedication showed a significant positive effect on organizational citizenship behavior and employee performance but the absorption dimension showed no significant effect on OCB and employee performance. The results of this study also indicate that OCB is able to mediate partially the relationship of vigor dimension and dedication to employee performance. Based on three dimensions of employee engagement, the vigor dimension contributes most strongly to OCB while dedication contributes most strongly to employee performance. Of the four factors linked to performance, OCB has the greatest contribution.

**Key words:** Employee engagement, vigor, dedication, absorption, organizational citizenship behavior, employee performance

---

### **INTRODUCTION**

Tourism contributes significantly to Gross Domestic Product (GDP) and employment in the Indonesian economy in 2016, so that, the tourism sector can be regarded as an effective sector to address the need to increase economic added value in tackling poverty and job creation (Performance Accountability of Ministries Tourism).

The development of the number of non-star hotels in Bali as one of the sub-sectors contributing to the tourism sector has declined in the last 3 years (BPSPB., 2016). The occupancy rate of non-star hotels in recent years has also declined (BPBPS., 2016), according to Tajeddini and Trueman (2012), hotel room occupancy rate is one of the hotel's own performance indicators. This condition is indicated due to the inability of non-star hotels in competing with star-rated hotels that offer better facilities at prices that are not much different. Under these conditions non-star hotels are required to provide better services in order to stay competitive (Chong *et al.*, 2013). One form of service is through the attitude of service provided employees to the guests customers of the hotel (Karatepe and Aleshinloye, 2009). Employee engagement is one of the employee's employee behavior that has significance in maintaining the sustainability of the hotel business. In addition, the willingness of employees to do other work outside of the real work, called Organizational

Citizenship Behavior (OCB) also has a very important meaning. These two research variables are integrated to address employee performance deterioration that impact on business performance (hotel).

### **Literature review**

#### **Employee engagement**

**Pengertian employee engagement:** The concept of employee engagement emerged over the last two decades (Rafferty *et al.*, 2005; Ellis and Sorensen, 2007). Employee engagement is defined as the ability and willingness of an employee to contribute to the success of the organization continuously (Anonymous, 2003). Shuck and Wollard (2010) defines engagement as a cognitive employee as an individual, emotional and employee behavior that is directed at the desired outcome of the organization. Employee engagement is a person's tendency to express himself either cognitively, physically and emotionally while doing the work (Wilson, 2004). An employee with high engagement will have a concern and understand the business context and work with colleagues to improve performance in his team for the benefit of the company (Rich *et al.*, 2010), so that, employees who have an increased level of attachment will show higher performance also.

**Dimensions and indicators employee engagement:** The dimensions of employee engagement according to

Schaufeli and Bakker (2003) consists of three, namely: vigor, dedication and absorption. Vigor is an aspect characterized by high levels of strength and mental resilience in research, a desire to strive earnestly in research, persistent in the face of adversity. The aspect of dedication is characterized by a feeling that is full of meaning, enthusiasm, inspiration, pride and challenging in the research. Absorption is characterized by deep concentration and interest, drowning in work, time passes, so, fast and difficult to escape from work, so that, individuals and forget everything around them.

According to Robinson *et al.* (2004) employee engagement is demonstrated by some employee behaviors: positive attitudes and pride in the organization trust in the organization's products/services the perception that the organization allows employees to do their best a willingness to behave to help others and become good workers in the team willingness to do work beyond what is required.

### **Organizational citizenship behavior**

**Understanding organizational citizenship behavior:** The concept of Organizational Citizenship Behavior (OCB) was first expressed in the 1930s by Barnard, furthermore, the concept of formal role behavior, extra role behavior is the concept used for the first time (Cetin, 2004). In this case, the basis that forms OCB according to Barnard is the presence of positive and negative will (Sabuncuoglu and Tuz, 2003). The OCB was first used as a concept in the literature of the Organ in 1983 that extended on the distinction between credible roles in performance and innovative and spontaneous behavior beginning in 1964 (Sabuncuoglu and Tuz, 2003). OCB constructs used by Bateman and Organ (1983) by drawing on the concept of super-role behavior as presented by Katz and Kahn (1966). OCB is a voluntary individual behavior undertaken for the development of the efficiency of an organizational function and is not recognized by a formal reward system (Organ, 1997; Podsakoff *et al.*, 2000).

**Indicator organizational citizenship behavior:** The OCB indicator in this study refers to Organ (1988) which consists of five, namely altruism, sportsmanship, courtesy, civic virtue and conscientiousness. Altruism refers to the behavior in which an employee is concerned about his or her colleagues and newcomers to work, helping them voluntarily, supporting them, thereby improving their performance. Sportsmanship refers to the tolerance and willingness of employees to work without complaining about the difficulties, discomforts, coercion and pressures faced in the organization. Courtesy refers

to employee behavior such as informing other employees to avoid problems that may arise in the workplace, warning them against situations that might negatively affect them and their counseling. Conscientiousness refers to the attitudes and behaviors of employees who are always obedient to company regulations and meticulous in doing their work. Civic virtue refers to employee behavior such as being constructive and responsible for the organization and its development, which is very concerned to support the interests of the organization and voluntarily participate in organizational activities.

### **Employee performance**

**Understanding employee performance:** Performance is the level of achievement of the work targets of the predetermined (Sehitoglu and Zehir, 2010). Employees are the main actors in performing corporate tasks and key elements of the organization, so that, the success or failure of the organization depends on employee performance (Hameed and Waheed, 2011). In this context, it can be explained that the high performance of the organization depends on the level of employee performance (Karahana and Tetik, 2012). According to Pattanayak (2005), employee performance is the behavior generated on the tasks that can be observed and evaluated, where employee performance is the contribution made by an individual in achieving organizational goals. Furthermore, Mitchell (1982) describes employee performance indicates a behavioral outcome that is assessed by several criteria or quality standards of a work.

**Indicator employee performance:** The employee performance indicator in this study (Wayne and Robert, 2005) which consists of quantity of work which is related to the amount of work that an employee can accomplish quality of work which is related to the accuracy and accuracy of employees in completing the work initiative which is related to the desire to go forward, independent and full of responsibility for its work adaptability which is related to the ability of employees to respond and adjust to changing circumstances and cooperation is related with the ability and willingness to work with leaders and co-workers.

**Effect of employee engagement dimensions on OCB and employee performance:** Dash and Pradhan (2014) in his research at a manufacturing company in India found employee engagement has a positive effect on OCB. Findikli (2015) and Abd-Allah (2016) also found

that employee engagement showed significant influence on OCB. Employee engagement consisting of vigor, dedication and absorption has a significant positive effect on OCB. Vigor has a significant positive effect on OCB (Jansen, 2014) his research was conducted on a number of students at Tilburg University. In a study conducted by Owor (2016) in Ugandan companies, the absorption showed the most dominant influence among the employee engagement dimension to OCB. Litle *et al.* (2011) in his research on building and building maintenance facilities in Midwestern United States. Dedication has a significant positive effect on OCB (Muldoon *et al.*, 2017). Absorption has a significant positive effect on OCB as evidenced by findings from Christophersen *et al.* (2015) in a study of teachers in Norway. Other research finds OCB has a significant positive effect on employee performance such as Azmi (2010), Chelagat *et al.* (2015), Markose and Jayachandran (2008), Chow (2009), Aponno *et al.* (2017) and Jiang *et al.* (2017). Based on this study, it can be formulated research hypothesis as follows:

- H<sub>1</sub>: vigor has a significant positive effect on OCB
- H<sub>2</sub>: dedication has a significant positive effect on OCB
- H<sub>3</sub>: absorption has a significant positive effect on OCB
- H<sub>4</sub>: vigor has a significant positive effect on performance
- H<sub>5</sub>: dedication has a significant positive effect on performance
- H<sub>6</sub>: absorption has a significant positive effect on performance
- H<sub>7</sub>: OCB has a significant positive effect on performance
- H<sub>8</sub>: OCB acts as a mediator of vigor relationships against OCB
- H<sub>9</sub>: OCB serves as a mediator of dedication relationships with OCB
- H<sub>10</sub>: OCB acts as a mediator of absorption relationships against OCB

**MATERIALS AND METHODS**

**Sample research:** This study uses non-star hotel employees as research repons. Limitations of information on the number of employees in each non-star hotel in Bali, so, in determining the number of samples used Roscoe concept, 1975 by Sekaran (2006) stating that to determine the number of samples in multivariate studies, sample size of at least 10 times or greater than the number of variables in the research model. Based on this concept, the determination of the number of samples used

is 30 times the number of variables (in this study using 5 variables), so, obtained the number of samples of 150 hotel employees at various non-star hotels in Bali. The determination of respondents is determined randomly.

**Object of research:** This research is conducted in Bali, because Bali is one of the world’s tourist destinations. Hotels in Bali are experiencing a very tight competition, so, each hotel to build various strategies to maintain the sustainability of the hotel.

**Analysis method:** Data analysis in this research uses structural equation modeling SmartPLS 2.0.

**RESULTS AND DISCUSSION**

**Test validity and reliability:** Validity of data can be seen through convergent validity and discriminant validity. Test validity through convergent validity can be seen through outer loading coefficient. The results of this study showed the outer loading coefficient ranged from 0.7272 -0.8971 means<0.50 (valid). Test results also show Cronbach’s alpha value between 0.7879 - 0.8846, meaning more than 0.60 (reliable). Based on the test results, it can be said all data is valid and reliable.

**Model accuracy test:** Testing the accuracy of the model in this study using Q2-predictive relevance (Q2) and Goodness of Fit (GoF). Results of calculations Q2 predictive relevance (Q2) and Goodness of Fit (GoF). shown as follows:

$$Q2 = 1 - (1 - R_{y1}^2)(1 - R_{y2}^2) = 1 - (1 - 0.4989)(1 - 0.5825) = 1 - (0.5011)(0.4175) = 1 - 0.2092 = 0.7908$$

$$GoF = \sqrt{(R^2 \times Comm)} = \sqrt{\{(0.4989 + 0.5825) / 2\} \times \{(0.7079 + 0.6116 + 0.6285 + 0.6854 + 0.6687) / 5\}} = \sqrt{(1.0814 / 2) \times (3.3021 / 5)} = \sqrt{(0.5407 \times 0.6604)} = \sqrt{0.3571} = 0.5976$$

Based on the calculation of Q2 of 0.7908 (strong) and GoF of 0.5976 (large), then the model can be said to have a good level of accuracy.

**Hypothesis testing:** Hypothesis testing is based on Fig. 1 and Table 1, the results of data processing as shown as follows. Based on Fig. 1 and Table 1 it can be explained that as follows.

Table 1: Influence of employee engagement dimension (vigor, dedication, absorption) on organizational citizenship behavior and employee performance at non-star hotel in Bali

Influence between variables				
Independent	Dependent	Path coefficient	t-statistics	Information
Vigor (X <sub>1</sub> )	OCB (Y <sub>1</sub> )	0.3896	3.6212	Significant
Vigor (X <sub>1</sub> )	Employee performance (Y <sub>2</sub> )	0.2569	2.0821	Significant
Dedication (X <sub>2</sub> )	OCB (Y <sub>1</sub> )	0.1978	2.0214	Significant
Dedication (X <sub>2</sub> )	Employee performance (Y <sub>2</sub> )	0.3150	2.9229	Significant
Absorption (X <sub>3</sub> )	OCB (Y <sub>1</sub> )	0.1918	1.7021	Not significant
Absorption (X <sub>3</sub> )	Employee performance (Y <sub>2</sub> )	0.0710	0.5652	Not significant
OCB (Y <sub>1</sub> )	Employee performance (Y <sub>2</sub> )	0.2319	2.5754	Significant

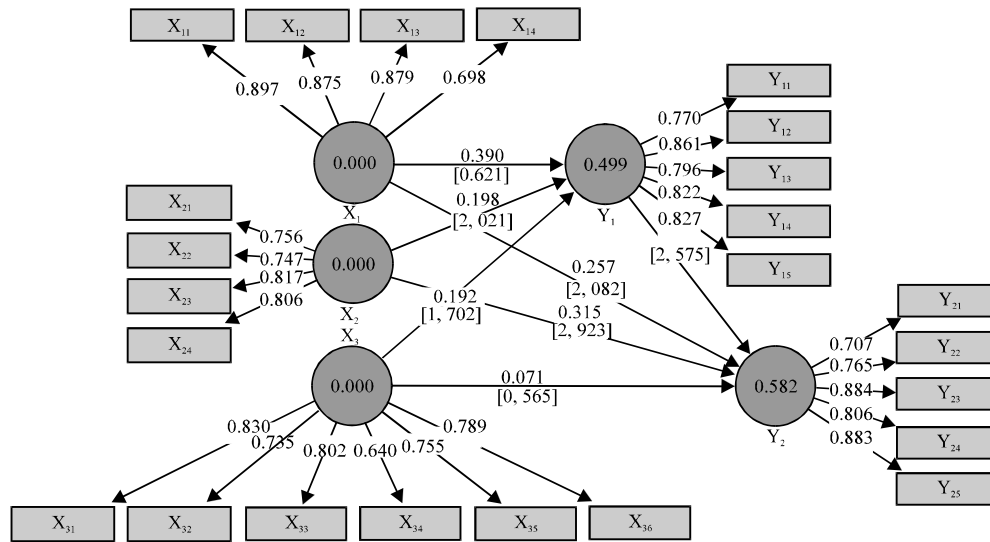


Fig. 1: Results of research data processing with SmartPLS 2.0

Vigor showed significant positive effect on OCB with coefficient path equal to 0.3896 and t-statistics 3.6212 > 1.96. This means hypothesis 1 which states that the vigor has a significant positive effect on the acceptable OCB. Vigor also shows a significant positive effect on employee performance, this is indicated by the coefficient path of 0.2569 and t-statistics 2.0821 > 1.96, so, hypothesis 2 is also accepted. The test results also show that dedication has a significant positive effect on OCB, this is indicated by the path coefficient of 0.1978 with t-statistic 2.0214 > 1.96, this shows hypothesis 3 which states dedication has a significant positive effect on OCB received. Dedication also have a significant positive effect on employee performance, it is seen from the value of path coefficient of 0.3150 with t-statistic 2.9229 > 1.96. This means that hypothesis 4 is accepted. Absorption shows no significant effect on OCB and employee performance, because the t-statistic value < 1.96, so, hypothesis 5 and hypothesis 6 are rejected. The results also show that OCB has a significant positive effect on employee performance, this is indicated from the path coefficient of 0.2319 with t-statistic 2.5754, this means that hypothesis 7 is accepted.

Indirect effect test is done by comparing indirect effect with total indirect effect called Variance Affected For (VAF) with formulation as follows:

$$\text{Indirect effect VAF} = \frac{\text{Indirect effect}}{\text{Total indirect effect}}$$

Based on this formulation it can be calculated to obtain the VAF value for each indirect relationship as follows:

$$\text{VAF}_{(X_1-Y_1-Y_2)} = \frac{0.390 \times 0.232}{0.257 + (0.390 \times 0.232)} = 0.260$$

$$\text{VAF}_{(X_2-Y_1-Y_2)} = \frac{0.198 \times 0.232}{0.315 + (0.198 \times 0.232)} = 0.127$$

$$\text{VAF}_{(X_3-Y_1-Y_2)} = \frac{0.192 \times 0.232}{0.071 + (0.192 \times 0.232)} = 0.386$$

VAF calculation results for the effect of vigor on employee performance through OCB of 0.260, VAF value

for the effect of dedication on employee performance through OCB of 0.127 and VAF value for absorption effect on performance through OCB of 0.386. Based on the Hair criterion if the VAF value <0.20 then classified as non mediation, the value between 0.20-0.80 includes partial mediation whereas VAF>0.80 includes full mediation. According to the results of the above analysis, OCB is a partial mediator of vigor and absorption relationships on employee performance. Whereas in the relationship of dedication to employee performance, OCB is not a mediator. Thus,  $H_8$  and  $H_{10}$  are accepted while  $H_9$  is rejected. This reflects that vigor and absorption can increase its effect on employee performance through OCB. In other words, OCB plays a role in enlarging the influence of vigor and absorption on the performance of non-star hotel employees in Bali.

### CONCLUSION

The results of this study found that vigor and dedication have a significant positive effect both on OCB and employee performance as well as OCB have a significant positive effect on employee performance. However, absorption was found to have no significant effect on OCB and employee performance. The results of the study also found that OCB is a partial mediation of the relationship between vigor and absorption on employee performance but is not a mediator relationship between dedication to employee performance.

The results of this study still need to be developed by expanding the research area including integrating with other relevant variables. This needs to be done considering the scope of this study is limited to non-star hotels in Bali and the variables studied are limited to the dimensions of employee engagement.

### REFERENCES

- Abd-Allah, O.Z., 2016. The relationship between organizational citizenship behavior and employee engagement in cement industry in Egypt. *Intl. J. Manage. Commerce Innovation*, 4: 362-376.
- Anonymous, 2003. Working today: Understanding what drives employee engagement. Towers Perrin, Stamford, Connecticut, USA.
- Aponno, E.H., N. Brasit, M.I. Taba and M.Y. Amar, 2017. Factors that influence organizational citizenship behavior and employees performance with local culture moderation pela gandong. *Sci. Res. J.*, 5: 10-26.
- Azmi, A., 2010. The relationship between organizational citizenship behavior and high performance organization: Case study at Padiberas Nasional Berhad. Master Thesis, Universiti Utara Malaysia, Changlun, Malaysia.
- BPSPB., 2016. [Bali Province in Figures 2016]. Badan Pusat Statistik Provinsi Bali, Propinsi Bali, Indonesia, Pages: 556 (In Indonesian).
- Bateman, T.S. and D.W. Organ, 1983. Job satisfaction and the good soldier: The relationship between affect and employee citizenship. *Acad. Manage. J.*, 26: 587-595.
- Cetin, M.O., 2004. Organizational Citizenship Behavior. Nobel Academic Publishing, Ankara, Turkey,.
- Chelagat, L.J., P.K. Chepkwony and A. Kemboi, 2015. Effect of organizational citizenship behavior on employee performance in banking sector, Nairobi county, Kenya. *Intl. J. Bus. Humanities Technol.*, 5: 55-61.
- Chong, C.W., S.L. Eng, S.H. Gwee, Y.Y. Ooi and C.H. Wang, 2013. A perception of employees on human resource practices towards organizational performance in hotel industry. Ph.D Thesis, Universiti Tunku Abdul Rahman, Petaling Jaya, Malaysia.
- Chow, I.H.S., 2009. The relationship between social capital, organizational citizenship behavior and performance outcomes: An empirical study from China. *SAM. Adv. Manage. J.*, 74: 44-53.
- Christophersen, K.A., E. Elstad, T. Solhaug and A. Turmo, 2015. Explaining motivational antecedent of citizenship behavior among preservice teachers. *Educ. Sci.*, 5: 126-145.
- Dash, S. and R.K. Pradhan, 2014. Determinants and consequences of organizational citizenship behavior: A theoretical framework for Indian manufacturing organisations. *Intl. J. Bus. Manage. Invention*, 3: 17-27.
- Ellis, C.M. and A. Sorensen, 2007. Assessing employee engagement: The key to improving productivity. *Perspect.*, 15: 1-9.
- Findikli, M.M.A.F., 2015. Exploring the consequences of work engagement: Relations among OCB-I, LMX and team work performance. *Ege. Acad. Rev.*, 15: 229-238.
- Hameed, A. and A. Waheed, 2011. Employee development and its affect on employee performance a conceptual framework. *Intl. J. Bus. Soc. Sci.*, 2: 224-229.
- Jansen, S., 2014. The relationship of social support and workload on job performance, does the mediating effect of vigor work?. Master Thesis, Tilburg University, Tilburg, Netherlands.
- Jiang, W., X. Zhao and J. Ni, 2017. The impact of transformational leadership on employee sustainable performance: The mediating role of organizational citizenship behavior. *Sustainability, MDPI. Open Access J.*, 9: 1-17.
- Karahan, A.M. and A.N. Tetik, 2012. The determination of the effect level on employee performance of TQM practices with artificial neural networks: A case study on manufacturing industry enterprises in Turkey. *Intl. J. Bus. Social Sci.*, 3: 133-142.

- Karatepe, O.M. and K.D. Aleshinloye, 2009. Emotional dissonance and emotional exhaustion among hotel employees in Nigeria. *Int. J. Hospitality Manage.*, 28: 349-358.
- Katz, D. and R.L. Kahn, 1966. *The Social Psychology of Organizations*. Jhon Wiley and Sons, New York.
- Litle, L.M., D.L. Nelson, C. Wallace and P.D. Johnson, 2011. Integrating attachment style, vigor at work and extra role performance. *J. Organizational. Behav.*, 32: 464-484.
- Markose, B. and S. Jayachandran, 2008. The impact of organizational citizenship behaviours on goal orientation and performance of salespeople. *Intl. J. Bus. Insights Trans.*, 2: 16-27.
- Mitchell, T.R., 1982. *People in Organizations: An Introduction to Organizational Behavior*. McGraw-Hill, Pennsylvania Plaza, New York, ISBN:9780074525524, Pages: 565.
- Muldoon, J., S.M. Keough and E. Liguori, 2017. The role of job dedication in OCB performance. *Manage. Res. Rev.*, 40: 1-37.
- Organ, D.W., 1988. *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books Publisher, Lexington, Kentucky, England, ISBN:9780669117882, Pages: 132.
- Organ, D.W., 1997. Organizational citizenship behavior: It's construct clean-up time. *Hum. Perform.*, 10: 85-97.
- Owor, J.J., 2016. Human resource management practices, employee engagement and organizational citizenship behaviours in selected firms in Uganda. *Afr. J. Bus.*, 10: 1-12.
- Pattanayak, B., 2005. *Human Resource Management*. 3rd Edn., PHI Learning Pvt. Ltd, Delhi, India, ISBN:9788120327115, Pages: 504.
- Podsakoff, P.M., S.B. MacKenzie, J.B. Paine and D.G. Bachrach, 2000. Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *J. Manage.*, 26: 513-563.
- Rafferty, A.M., J. Maben, E. West and D. Robinson, 2005. *What Makes a Good Employer*. International Council of Nurses Publication House, Geneva, Switzerland, ISBN:978-9-29504-023-6, Pages: 84.
- Rich, B.L., J.A. Lepine and E.R. Crawford, 2010. Job engagement: Antecedents and effects on job performance. *Acad. Manage. J.*, 53: 617-635.
- Robinson, D., S. Perryman and S. Hayday, 2004. *The Drivers of Employee Engagement*. Institute for Employment Studies, Hove, England, UK, ISBN:9781851843367, Pages: 73.
- Sabuncuoglu, Z. and M.V. Tuz, 2003. *Organizational Psychology*. Furkan Offset. Bursa, Turkey,.
- Schaufeli, W.B. and A.B. Bakker, 2003. *Utrecht work engagement scale: Preliminary manual*. Master Thesis, Occupational Health Psychology Unit, Utrecht University, Utrecht, Netherlands.
- Sehitoglu, Y. and C. Zehir, 2010. [Examining the performance of working in Turkish public institutions in terms of employee silence and organizational citizenship behavior (In Turkish)]. *Am. Idaresi Dergisi*, 43: 87-110.
- Sekaran, U., 2006. [Research Methodology for Business]. 4th Edn., Penerbit Salemba, South Jakarta, Indonesia, (In Indonesian).
- Shuck, B. and K. Wollard, 2010. Employee engagement and HRD: A seminal review of the foundations. *Hum. Resour. Dev. Rev.*, 9: 89-110.
- Tajeddini, K. and M. Trueman, 2012. Managing swiss hospitality: How cultural antecedents of innovation and customer-oriented value systems can influence performance in the hotel industry. *Intl. J. Hospitality Manage.*, 31: 1119-1129.
- Wayne, R. and N.M. Robert, 2005. *Human Resources Management*. PT Bumi Aksara, Jakarta, Indonesia,.
- Wilson, F.M., 2004. *Organizational Behaviour and Work: A Critical Introduction*. Oxford University Press, Oxford, England, ISBN:9780199261413, Pages: 316.