

Section: Management and Economics

The Effect of Communication and Employee Engagement on Organizational Citizenship Behavior and Employee Performance in Employees Pt. Pln (Persero) Distribution of Bali

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Abstract:

Communication is the performance and interpretation of messages between communication units that are part of a particular organization. Employee engagement is the degree to which people are known from their work, actively participate in them, and consider their achievements important to self-esteem. Organizational citizenship behavior is an optional behavior that is not part of an employee's formal work obligations, but supports the functioning of the organization effectively. Employee performance is the work quality and quantity achieved by a person in carrying out his function in accordance with the responsibilities given to him.

The purpose of this study was to examine and analyze the effect of communication and employee engagement on organizational citizenship behavior and employee performance at PT. PLN (Persero) Distribution of Bali. The sampling technique used was proportional random sampling. The sample in this study were 62 employees. Data analysis method used is SEM (Structural Equation Modeling) analysis based on component or variance, namely PLS (Partial Least Square). The results of the study stated that the communication variable had a positive effect on organizational citizenship behavior, while employee engagement had no effect on organizational citizenship behavior. Communication has a positive and significant effect on employee performance both partially and through mediating organizational citizenship behavior. Employee engagement has a positive and significant effect on employee performance, while employee engagement does not affect employee performance through mediating organizational citizenship behavior. Organizational citizenship behavior has a positive and significant effect on employee performance

Keywords: Communication, Employee Engagement, Organizational Citizenship Behavior and Employee Performance

Introduction:

The State Electricity Company (PLN) is a BUMN that deals with all aspects of electricity in Indonesia. Electricity in Indonesia began at the end of the 19th century, when several Dutch companies established electricity generation for their own purposes. Along with government policies that provide opportunities for the private sector to engage in electricity supply business, since 1994 PLN's status has shifted from a Public Company to a Corporate Company (Persero) such as PT. PLN (Persero) Distribution of Bali.

An organization, whether government or private, is always driven by a group of people who play an active role in achieving the goals to be achieved from the organization. According to Mangkunegara (2002: 67) in Pasolong (2010: 176) performance is the result of work in quality and quantity achieved by a person in carrying out his function in accordance with the responsibilities given to him.

Organizational citizenship behavior (OCB) is a term for employees who give more value to their work as well as added value to the company. Robbins and Judge (2008: 40) propose facts that show that organizations that have employees who have a good OCB will have better performance than other organizations. Positive behavior of employees will be able to support individual performance and organizational performance for better organizational development (Winardi, 2012: 49).

In this study, there are two independent variables that determine the high level of organizational citizenship behavior and employee performance, namely communication and employee engagement. Pace and Faules (2010: 31) suggest that organizational communication is as a performance and interpretation of messages between communication units that are part of a particular organization. An organization consists of communication units in hierarchical relationships between one another and functions in one environment.

Then there is employee engagement that has a definition that is the degree to which people are

known from their work, actively participates in it and considers its achievements important for self-esteem (Robbins, 2003: 91). A type of work or situation in the work environment will affect the person more involved or not in his work. Employees in high involvement strongly side with the type of work done and really care about that type of work (Robbins, 2003: 9).

A. Formulation of The Problem:

From the background described above, the writer formulates the problem as follows:

1. Does communication affect organizational citizenship behavior in employees of PT. PLN (Persero) Distribution of Bali?
2. Does employee engagement affect organizational citizenship behavior in employees of PT. PLN (Persero) Distribution of Bali?
3. Does communication affect the performance of employees at employees of PT. PLN (Persero) Distribution of Bali?
4. Does employee engagement affect employee performance in employees of PT. PLN (Persero) Distribution of Bali?
5. Does organizational citizenship behavior affect employee performance in employees of PT. PLN (Persero) Distribution of Bali?

B. Research Purposes:

Based on the formulation of the problems raised, the objectives of this study are:

1. To examine and analyze the effect of communication on organizational citizenship behavior on employees of PT. PLN (Persero) Distribution of Bali.
2. To examine and analyze the effect of employee engagement on organizational citizenship behavior on employees of PT. PLN (Persero) Distribution of Bali.
3. To assess and analyze the effect of communication on employee performance on employees of PT. PLN (Persero) Distribution of Bali.

4. To examine and analyze the effect of employee engagement on employee performance on employees of PT. PLN (Persero) Distribution of Bali.
5. To examine and analyze the effect of organizational citizenship behavior on employee performance on employees of PT. PLN (Persero) Distribution of Bali.

C. Benefits of Research:

The results of this study are expected to contribute to the development of management knowledge in the field of human resources especially in improving employee performance. This research can provide input and suggestions to management related to improving organizational citizenship behavior and employee performance at PT. PLN (Persero) Distribution Bali which is based on communication and employee engagement.

Literature Review:

A. Communication:

Communication is the performance and interpretation of messages between communication units that are part of a particular organization. According to Pace and Faules (2006: 157), there are six factors that affect communication, namely trust, joint decision making, honesty, openness in communication down, listening in communication up and attention to high-performance goals.

B. Employee Engagement:

Employee engagement is the degree to which people are known from their work, actively participate in them, and consider their achievements important to self-esteem. According to Robbins (2001), there are three indicators in measuring employee engagement, namely work participation, participation and cooperation.

C. Organizational Citizenship Behavior:

Organizational citizenship behavior is an optional behavior that is not part of an employee's formal work obligations, but supports the functioning of the organization effectively. Organ (1988) suggests that there are five indicators used to measure OCB, namely altruism, civic virtue, conscientiousness, courtesy and sportsmanship.

D. Employee Performance:

Employee performance (Y2) is the work quality and quantity achieved by a person in carrying out his function in accordance with the responsibilities given to him. Fadel (2009: 195) suggested several indicators used to measure employee performance, namely, understanding of main duties, innovation, work speed, work accuracy and cooperation.

Effect of Communication with Organizational Citizenship Behavior:

Podsakoff et al., (2000) suggested that employee communication can shape and strengthen member positive attitudes as a form of organizational citizenship behavior. The main motive of the relationship between employee communication and OCB is determined in social exchange theory. This theory argues that people repay the benefits they receive from their organization. Research results for the effect of communication on organizational citizenship behavior, Agustiana (2014), Siti and Elly (2015), Chairul (2017), Triyanthi and Subudi (2018) stated that organizational communication has a positive effect on organizational citizenship behavior.

H₁ : Communication has a positive effect on organizational citizenship behavior

Effect of Employee Engagement with Organizational Citizenship Behavior:

Lodahl and Kejner (in Cilliana and Mansoer, 2008) state that job involvement is how much an individual psychologically identifies with his work.

Employee involvement can have a profound effect on the success of a company in achieving goals (Robbins and Judge 2008: 281). The results of research by Yollanda (2016) and Andrew et al. (2013), Vincentia (2013) and Citta and Endang (2015) state that work involvement has a positive effect on organizational citizenship behavior.

H₂ : Employee engagement has a positive effect on organizational citizenship behavior

Effect of Communication with Employee Performance:

The results of the research by Susi and Fitri (2014), Dimas (2016) and Srimiatun and Triana (2017) which stated a positive and significant effect between communication on employee performance, while Arief and Djamhur (2015), Agrona et al. (2013) and Taufik (2014) state that there is no effect between organizational communication on employee performance.

H₃ : Communication has a positive effect on employee performance

Effect of Employee Engagement and Employee Performance:

The results of the research by Nurul (2012), Debby (2016), Lewiuci and Mustamu (2016), Sebastianus et al. (2017) and Agnes and Roy (2017) state that there is a positive and significant effect between job involvement and employee performance. This means that the higher the employee involved in a job, the higher the level of employee performance.

H₄ : Employee engagement has a positive effect on employee performance

Effect of Organizational Citizenship Behavior with Employee Performance:

improving the performance in the organization the most influential factor is the behavior shown by the

members or employees of the organization, where the expected behavior is not always related to the tasks that have been assigned (in-role) but not only limited to that which is not written on job description or (extra-role) in the organization is able to have an impact and a positive contribution to the organization. In-role is usually associated with reward and punishment (punishment), while extra-role is usually free from rewards, and behavior by individuals is not organized in the reward they will receive (Morrison, 1994). The results of research by Linda (2013), Archita and Sinta (2016), Anna (2017) and Tiksnayana (2018) state that organizational citizenship behavior has a significant positive effect on employee performance, while the research of Yumna and Hamidah (2017) states that the variables of organizational citizenship behavior with courtesy indicators does not affect employee performance.

H₅ : Organizational citizenship behavior has a positive effect on employee performance

Research Methods:

This research is a research that is testing and analyzing the determinants of organizational citizenship behavior and employee performance based on communication and employee engagement involving all employees of PT. PLN (Persero) Distribution of Bali with a number of 162. Validity and reliability tests were carried out by pre-research testing on 30 employees. The number of respondents consists of 62 people obtained from Slovin formula. Sampling techniques with proportional random sampling. Data was collected by distributing questionnaires and processed by means of analysis. The study used four variables: communication, employee engagement, and organizational citizenship behavior and employee performance. To test and analyze the data processed

using data analysis techniques are PLS with the SmartPLS 3 program.

Analysis and Discussion:

Hypothesis testing can be sorted into direct effects of effects and testing of indirect effects or testing of

mediation variables. Based on if the data found that the results of hypothesis testing are presented in Table 1 as follows:

Table 1 Hypothesis Testing Results

	Path Coefficient (Boostrapping)	T-Statistics	Descript
Communication → OCB	0,476	2,400	H1 Accepted
Employee Engagement → OCB	0,350	1,850	H2 is Rejected
Communication → Employee Performance	0,507	2,758	H3 Accepted
Employee Engagement → Employee Performance	0,406	2,324	H4 Accepted
OCB → Employee Performance	0,611	6,532	H5 Accepted

1. Hypothesis test results show that communication has a positive and significant effect on organizational citizenship behavior at PT. PLN (Persero) Distribution of Bali. This result can be seen in the coefficient value of 0.476 with a t-statistics value of 2.400. The t-statistics value is above the 1.96 value. **Based on this, hypothesis 1 is accepted.**
2. The results of hypothesis testing show that employee engagement does not affect organizational citizenship behavior at PT. PLN (Persero) Distribution of Bali. This result can be seen in the coefficient value of 0.350 with a t-statistics value of 1.850. The t-statistics value is below the 1.96 value. **Based on this, hypothesis 2 is rejected.**
3. Hypothesis test results indicate that communication has a positive and significant effect on employee performance at PT. PLN (Persero) Distribution of Bali. This result can be seen in the coefficient value of 0.507 with a t-statistics value of 2.758. The t-statistics value is

- above the 1.96 value. **Based on this, hypothesis 3 is accepted.**
4. The results of hypothesis testing show that employee engagement has a positive effect on employee performance at PT. PLN (Persero) Distribution of Bali. This result can be seen in the coefficient value of 0.406 with a t-statistics value of 2.324. The t-statistics value is above the 1.96 value. **Based on this, hypothesis 4 is accepted.**
5. Hypothesis test results show that organizational citizenship behavior has a positive and significant effect on employee performance at PT. PLN (Persero) Distribution of Bali. This result can be seen in the coefficient value of 0.611 with a t-statistics value of 6.532. The t-statistics value is above the 1.96 value. **Based on this, hypothesis 5 is accepted.**

Indirect Effects Testing Through Mediation Variables

The hypothesis testing of indirect effects in this study can be presented the results of its analysis in Table 2 as follows:

Table 2 Recapitulation of Test Results for Mediation of Organizational Citizenship Behavior

No	Mediation Variable OCB (Y1) on:	Effect				Descript
		(A)	(B)	(C)	(D)	
1	Communication (X ₁) → Employee Performance (Y ₂)	0,476 (Sig)	0,611 (Sig)	0,507 (Sig)	0,289 (Sig)	<i>Partial Mediation</i>
2	<i>Employee Engagement</i> (X ₂) → Employee Performance (Y ₂)	0,350 (No Sig)	0,611 (Sig)	0,406 (Sig)	0,217 (No Sig)	<i>No Mediation</i>

1. Organizational citizenship behavior (Y1) on the indirect effect of communication (X1) on employee performance (Y2) is partial mediation. These findings provide clues that the mediating variable of organizational citizenship behavior (Y1) is not a key determinant of the effect on the effect of communication (X1) on employee performance (Y2).

2. Organizational citizenship behavior (Y1) on the indirect effect of employee engagement (X2) on employee performance (Y2) is no mediation. These findings provide evidence that the variable organizational citizenship behavior (Y1) is not a mediating variable in the effect of employee engagement (X2) on employee performance (Y2).

Table 3 Direct Effect, Indirect Effect and Total Effect

No	Relationship Variable	Direct Effect	Indirect Effect	Total Effect
1	Communication (X ₁) → OCB (Y ₁)	0,476	-	0,476
2	<i>Employee Engagement</i> (X ₂) → OCB (Y ₁)	0,350	-	0,350
3	Communication (X ₁) → Employee Performance (Y ₂)	0,507	-	0,507
	Communication (X ₁) → OCB (Y ₁) → Employee Performance (Y ₂)	0,507	0,476 *0,611 (0,290)	0,797
4	<i>Employee Engagement</i> (X ₂) → Employee Performance (Y ₂)	0,406	-	0,406
	<i>Employee Engagement</i> (X ₂) → OCB (Y ₁) → Employee Performance (Y ₂)	0,406	0,350 *0,611 (0,213)	0,619
5	OCB (Y ₁) → Employee Performance (Y ₂)	0,611	-	0,611

Overall, the communication pathway (X1) → organizational citizenship behavior (Y1) karyawan employee performance (Y2) was greater with the total effect obtained at 0.797, compared to employee engagement pathway (X2) → organizational citizenship behavior (Y1) karyawan employee performance (Y2) with a total effect of 0.619. These findings provide clues that increasingly quality communication makes employees increasingly improve OCB in working with PT. PLN (Persero) Distribution Bali, so that later can improve employee performance which will have an impact on the progress of the company that is sustainable or sustainable.

Discussion:

Based on the results of PLS analysis, this section will discuss the results of the calculations that have been made. Testing is shown through the existing hypothesis so that it can find out how the effect of each variable on the other variable.

Communication has a positive and significant effect on organizational citizenship behavior at PT. PLN (Persero) Distribution of Bali:

The results of statistical data analysis show that communication has a positive and significant effect on organizational citizenship behavior at PT. PLN (Persero) Distribution Bali, so that the analysis of this research model shows that quality communication will lead to high employee organizational citizenship behavior. The results of this study are supported by research conducted by Agustiana (2014), Siti and Elly (2015), Chairul (2017), Triyanthi and Subudi (2018) stating that organizational communication has a positive effect on organizational citizenship behavior.

Employee engagement does not affect organizational citizenship behavior at PT. PLN (Persero) Distribution of Bali:

The results of statistical data analysis show that employee engagement does not affect organizational citizenship behavior at PT. PLN (Persero) Distribution Bali, so that the analysis of this research model shows that the employee

engagement provided is not able to improve the organizational citizenship behavior of these employees. The results of this study are new findings due to previous research by Yollanda (2016) and Andrew et al. (2013), Vincentia (2013) and Citta and Endang (2015) state that work involvement has a positive effect on organizational citizenship behavior.

Communication has a positive and significant effect on employee performance at PT. PLN (Persero) Distribution of Bali:

The results of statistical data analysis show that communication has a positive and significant effect on employee performance at PT. PLN (Persero) Distribution Bali, so the analysis of this research model shows that quality communication will lead to high employee performance. The results of the study were supported by research conducted by Susi and Fitri (2014), Dimas (2016) and Srimiatun and Triana (2017) which stated a positive and significant effect between communications on employee performance.

Employee engagement has a positive and significant effect on employee performance at PT. PLN (Persero) Distribution of Bali:

The results of statistical data analysis show that employee engagement has a positive and significant effect on employee performance at PT. PLN (Persero) Distribution Bali, so the analysis of this research model shows that quality employee engagement will lead to high employee performance. The results of this study are supported by research conducted by Nurul (2012), Debby (2016), Lewiuci and Mustamu (2016), Sebastianus et al. (2017) and Agnes and Roy (2017) state that there is a positive and significant effect between job involvement and employee performance.

Organizational citizenship behavior has a positive and significant effect on employee performance at PT. PLN (Persero) Distribution of Bali:

The results of statistical data analysis show that organizational citizenship behavior has a positive

and significant effect on employee performance at PT. PLN (Persero) Distribution of Bali, so that the analysis of this research model shows that quality organizational citizenship behavior will lead to high employee performance. The results of this study are supported by research conducted by Linda (2013), Archita and Sinta (2016), Anna (2017) and Tiksnayana (2018) stating that organizational citizenship behavior has a significant positive effect on employee performance.

Communication has a positive and significant effect on employee performance through organizational citizenship behavior at PT. PLN (Persero) Distribution of Bali:

The results of statistical data analysis show that communication has a positive and significant effect on employee performance through organizational citizenship behavior at PT. PLN (Persero) Distribution Bali, so that the analysis of this research model shows that quality communication based on organizational citizenship behavior will improve employee performance.

Employee engagement does not affect employee performance through organizational citizenship behavior at PT. PLN (Persero) Distribution of Bali:

The results of statistical data analysis shows that employee engagement does not affect employee performance through organizational citizenship behavior at PT. PLN (Persero) Distribution Bali, so the analysis of this research model shows that high employee engagement which is based on organizational citizenship behavior will not be able to effect or improve employee performance.

Conclusion:

The conclusions of this study are as follows:

1. Communication has a positive and significant effect on organizational citizenship behavior at PT. PLN (Persero) Distribution Bali, this indicates that the better the communication of employees, the higher the level of organizational citizenship behavior of these

employees. Similarly, conversely the worse the employee's communication, the lower the level of organizational citizenship behavior of these employees.

2. Employee engagement does not affect organizational citizenship behavior at PT. PLN (Persero) Distribution Bali, this indicates that the higher or lower level of employee engagement will not affect the organizational citizenship behavior possessed by these employees.
3. Communication has a positive and significant effect on employee performance at PT. PLN (Persero) Distribution Bali, this indicates that the better the employee's communication, the higher the employee's performance will be. Likewise, the worse the employee's communication, the lower the employee's performance.
4. Employee engagement has a positive and significant effect on employee performance at PT. PLN (Persero) Distribution Bali, this indicates that the higher the level of employee engagement, the higher the employee's performance will be. Likewise, the lower the level of employee engagement, the lower the employee's performance.
5. Organizational citizenship behavior has a positive and significant effect on employee performance at PT. PLN (Persero) Bali Distribution, this indicates that the higher the level of organizational citizenship behavior, the higher the employee's performance will be. Likewise, the lower the level of organizational citizenship behavior, the lower the employee's performance.
6. Communication has a positive and significant effect on employee performance through mediating organizational citizenship behavior at PT. PLN (Persero) Bali Distribution, this indicates that the better communication is based on organizational citizenship behavior, the higher the employee's performance will be.

Likewise, the worse the communication is based on organizational citizenship behavior, the lower the employee's performance.

7. Employee engagement does not affect employee performance at PT. PLN (Persero) Distribution Bali, this indicates that the higher or lower level of employee engagement is based on organizational citizenship behavior it will not affect the performance of these employees.

Limitations of Research:

This research has been attempted and carried out in accordance with scientific procedures, however, it still has limitations, namely:

1. Factors that effect organizational citizenship behavior and employee performance in this study consist of only two variables, namely communication and employee engagement, while there are many other factors that effect organizational citizenship behavior and employee performance.
2. There is a limitation of research using a questionnaire, that is, sometimes the answers given by the sample do not indicate the actual situation.

Suggestion:

Suggestions from this research are as follows:

1. For PT. PLN (Persero) Distribution of Bali:

The test results state that communication has a positive and significant effect on organizational citizenship behavior and employee performance. From the test results, PT. PLN (Persero) Distribution Bali is expected to further improve employee communication based on superiors who have high trust in their subordinates, always make joint decisions, always speak honestly to work, give a reprimand or praise for the work done, always receive advice or input given and fellow employees must provide information to each other in planning and carrying out the work in achieving company goals.

2. For Further Researchers:

- a) The variable employee engagement does not affect organizational citizenship behavior. Other researchers should use other variables in testing organizational citizenship behavior, such as compensation variables, job satisfaction, etc. The questionnaire used by the researchers is still limited and the statement is still inadequate, therefore the next research can add and improve the statements in this study.
- b) The number of population used in this study is only one company. Subsequent research is expected to increase the number of samples to be used, so that it will approach the results that are closer to the actual conditions.

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