IMPROVING THE PERFORMANCE OF CREDIT AGENCY EMPLOYEES PEOPLE KEDONGANAN VILLAGE THROUGH EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

This study aims to determineThe influence of employee performance at people's credit institutions (LPD) partially and simultaneously on employee engagement and organizational citizenship behavior. Collection is carried out using questionnaires/questionnaires. The sample in this research was 42 employees of the Kedonganan Traditional Village LPD using a saturated sample collection method where all employees were used as the population. The collected questionnaire data was then analyzed using multiple linear regression analysis using quantitative research. Hypothesis testing used the t test and F test. The results of the study showed thatemployee engagementhas a positive and significant effect on the performance of employees of the Kedoganan Traditional Village People's Credit Institution (LPD) (H1 is accepted). Organizational Citizenship Behaviorhas a positive and significant effect on the performance of employees of the Kedoganan Traditional Village People's Credit Institution (LPD) (H2 is accepted). Employee engagement and Organizational Citizenship Behavior simultaneously have a positive and significant effect on the performance of employees of the Kedoganan Traditional Village People's Credit Institution (LPD) (H3 is accepted).It is hoped that the results of this research will enable LPD employees to realize the vision and mission of the institutionnot only carrying out the role as stated in the job description and organizational structure, but also being able to carry out the role beyond the standards stated in the institution.

Keywords: Employee Performance, Employee Engagement, Organizational Citizenship Behavior

INTRODUCTION

In an effort to run a business, every company definitely has goals that must be achieved, for this reason the company will increasingly depend on the quality of human resources. This means that achieving success can be realized by managing human resources as well as possible, because quality human resources are one of the strengths a company has to achieve its goals, one of which is by improving employee performance.

According to Purnamie Titisari (2019), employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out in accordance with the responsibilities given to him. Employee performance receives great attention from companies, because employee performance will have a significant impact on company performance.

Employee engagementis a different and unique behavior from organizations related to their respective roles (Saks, 2006). According to Kahn (1990), engagement is seen as the utilization of organizational members' selves for their work roles. Engagement is seen as people expressing themselves physically, cognitively and emotionally during performance. Wagner and Harter (2006) added that engaged employees have consistently been proven to be more productive, profitable and less likely to leave their jobs or companies. Therefore, employee engagement is an important thing for any company to pay attention to so that the Kedonganan traditional village LPD is able to survive and develop.

According to researchers' observations, the actual condition of the LPD in the Kedonganan Traditional Village is that there is a problem, namely low Organizational Citizenship Behavior (OCB). The results of the interview with the head of the LPD show that there is a great need for employees who have extra roles outside of their work so that they can work more effectively in achieving organizational goals, but this has not yet been realized because there are still some employees who carry out actions that do not comply with the rules. Factor other which toocan influence Organizational Citizenship Behavior (OCB), namely organizational commitment. Organizational commitment is an individual's psychological state related to strong belief, trust and acceptance to remain a member of the organization. The problems that arise based on the results of initial observations and interviews with several employees at the LPD in the Kedonganan Traditional Village are that problems are still found such as employees who sometimes violate organizational regulations such as arriving late or even taking sudden permission. Based on data from the personnel department, the level of employee absenteeism was obtained for the period January to December 2022.

Another factor that can also influence Organizational Citizenship Behavior (OCB) is organizational support. The organizational support that employees feel reflects their deepest feelings about the organization's attention and emphasis. Organizational support is support received from the organization in the form of training, equipment, expectations and a productive work team (Purnawati, 2019). The results of initial observations and interviews found that organizational support was still low.

Employees still feel that their welfare is not paid enough attention, they still complain about the salaries they receive. Therefore, it can be concluded that through employee engagement and organizational citizenship behavior there has been a significant increase in the performance of employees of people's credit institutions.

METHODS

This type of research is quantitative research. According to Duli (2019) quantitative research is a form of activity to collect, manage, analyze and present data based on quantity which is carried out objectively to solve problems or test hypotheses to develop general principles. The data used in this research are primary data and secondary data. The research was conducted at the Kedonganan Traditional Village LPD, Jl. Catus Pata, Kedonganan, District. Kuta, Badung Regency, Bali.

In this research, the population is employees at the Kedonganan Traditional Village LPD. Sampling in this research used a purposive sampling method. In this sample method, it is hoped that the sample criteria obtained are truly in accordance with the research to be carried out. So the number of samples in this study was 42 respondents. To define a variable that is tied to the research object, the operational definition of this research is:

Independent (X) and dependent (Y) variables.

The independent variable (X) consists of
a. Employee Engagement (X1)
b. Organizational Citizenship Behavior(X2)

The dependent variable (Y) is employee performance.

To obtain the data needed for research, the author used data collection techniques in the form of interviews and questionnaires. A questionnaire is said to be valid if the questions and statements in the questionnaire reveal something that will be measured by the questionnaire (Ghozali, 2016: 52). Validity testing can be done with bivariate correlation between each indicator score and the total construction score (Ghozali, 2016: 54). Reliability Test is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answers to questions are consistent or stable over time (Ghozali. 2016:47).

The data analysis technique used in this research was assisted by a computer program, namely the SPSS for Windows program and analyzed directly with the data obtained. Data

collection is through the use of questionnaires, so the respondent's seriousness in answering questions is important.

RESULT

1. Respondent Characteristics

The respondent profile in this study will describe the criteria of 42 employees at the Kedonganan Traditional Village LPD in terms of gender, age and latest level of education at the Village Credit Institution. (LPD) whichpresented in Table 1 below:

Table 1. Characteristics of Respondents

Variable	Classification	Number of people)	Percentage (%)
Gender	Man	20	47.6
	Woman	22	52.4
	TOTAL	42	100.0
Age	18-28 years old	26	61.9
	>28-38 years	12	28.6
	>38-48 years	4	9.5
	TOTAL	42	100.0
Level of education	High School/Equivalent	14	33.3
	Academy/Diploma	14	33.3
	Bachelor degree)	14	33.3
	TOTAL	42	100.0

Source: Processed Data, 2023

Based on Table 1 it can be seen thatThe majority of employees at the Kedonganan Traditional Village LPD arewomen, namely 22 people or 52.4 percent. This is because the Village Credit Institution (LPD) operates in the financial sector and the aspects of work in the financial sector that are most in demand by women, so that the majorityemployees at the Kedonganan Traditional Village LPDis a woman. If we look at it based on age, it is known that the highest percentage are respondents aged 18-28 years, this is significantThe Kedonganan Traditional Village LPD tends to require employees with a productive age range in order to carry out their work optimally so that employees at the Kedonganan Traditional Village LPD are dominated byage range 18-28 years.

2. Test the Validity of Research Instruments

An instrument is said to be valid if it has a correlation coefficient between the items and the total score in the instrument greater than 0.30 with an Alpha error level of 0.05. The recapitulation results of the validity tests in this research are presented in Table 2 as follows:

Table 2. Validity Test Results

Variable	Indicator	Correlation coefficient	Sig. (2tailed)	Note
Employee Engagement(X1)	X1.1	0.611	0,000	Valid
	X.1.2	0.683	0,000	Valid
	X.1.3	0.667	0,000	Valid
	X.1.4	0.732	0,000	Valid
Organizational Citizenship Behavior(X2)	X2.1	0.664	0,000	Valid
	X2.2	0.532	0,000	Valid
	X2.3	0.705	0,000	Valid
	X2.4	0.539	0,000	Valid

	Y1	0.652	0,000	Valid
Employee Performance (Y)	Y2	0.568	0,000	Valid
	Y3	0.678	0,000	Valid
	Y4	0.507	0.001	Valid

Source: Processed data, 2023

The validity test results in Table 2 above show that all variables have a correlation coefficient value with the total score of all statement items greater than 0.30. This shows that the statement items inThe research instrument is valid.

3. Research Instrument Reliability Test

The reliability test for this research instrument uses Cronbach's Alpha value, namely to determine the unidimensionality of the statement items on the latent variables studied (employee engagement, organizational citizenship behavior and employee performance). The Cronbach's Alpha value is declared reliable if the value is greater than or equal to 0.70. A recapitulation of the research instrument reliability test results can be seen in Table 3 below.

Table 3.Reliability Test Results

No.	Variable	Cronbach's Alpha	Note
1	*Employee Engagement*(X1)	0.766	Reliable
2	*Organizational Citizenship Behavior*(X2)	0.726	Reliable
3	Employee Performance (Y)	0.721	Reliable

Source: Processed data, 2023

The reliability test results in Table 3 show that all research instruments have a Cronbach's Alpha coefficient of more than 0.70. It can be said that all instruments are reliable so they can be used to conduct research.

4. Normality test

The normality test aims to test whether the regression model has a normal distribution or not. A good regression model is one that has a normal or close to normal distribution (Ghozali, 2016: 116). To detect data normality, Kolmogorov-Smirnov was used with the if Asymp criterion. Sig (2-tailed) is greater than the level of significance used, namely 5 percent, so it can be concluded that the residuals are normally distributed, but vice versa if Asymp. Sig (2-tailed) is smaller than the level of significance of 5 percent, then the data has a non-normal distribution. Normality test results for all samples can be seen in Table 4 below.

Table 4.Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		42
Normal Parameters, b	Mean	.0000000
	Std. Deviation	.93238486
Most Extreme Differences	Absolute	,115
	Positive	,115
	Negative	-.093
Statistical Tests		,115
Asymp. Sig. (2-tailed)		.188c

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Source: Processed data, 2023

Based on the analysis results in Table 4, a significance value of 0.188 is obtained, which is greater than 0.05. Because the significance value of the Kolmogorov-Smirnov test is more than 0.05, it can be concluded that the regression equation model has a normal distribution.

5. Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables. To detect whether or not there is multicollinearity in the regression model, you can look at the tolerance value and variance inflation factor (VIF) value. If the tolerance value is more than 10 percent or the VIF is less than 10, it is said that there is no multicollinearity. The results of the multicollinearity test can be seen in Table 5

Table 5 Multicollinearity Test Results

Variable	*Tolerance*	VIF	Information
Employee Engagement(X1)	0.797	1,255	Multicollinearity free
Organizational Citizenship Behavior(X2)	0.797	1,255	Multicollinearity free

Source: processed data, 2023

Based on Table 5, it can be concluded that the tolerance value of the multiple linear regression equation for each variable is above 10% (0.10) and the VIF value is below 10. This shows that the existing regression model does not have symptoms of multicollinearity.

6. Heteroscedasticity Test

This heteroscedasticity test aims to determine whether in the regression model there is an inequality of variance from the residuals of one observation to another observation which is carried out using the Glejser test. If the independent variable studied does not have a significant influence or the significance value is more than 0.05 on the absolute residual value, it means that the regression model does not contain symptoms of heteroscedasticity. The results of the heteroscedasticity test are presented in Table 6 below.

Table 6 Heteroscedasticity Test Results

Coefficientsa					
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.170	1,192		-.142	,887
	Employee Engagement	-.059	,063	-.163	-.939	,353
	Organizational Citizenship Behavior	,112	,067	,289	1,669	.103
a. Dependent Variable: ABS_RES						

Source: Processed data, 2023

Table 4.10 shows the significance value of the variablesEmployee Engagementof 0.353 and Organizational Citizenship Behavior of 0.103. This value is greater than 0.05, which means

there is no influence between the independent variables on the absolute residual. Thus, the model created does not contain symptoms of heteroscedasticity.

7. Results of Multiple Linear Regression Analysis

After all the classical assumptions are met, the next step is to present the results of the multiple linear regression analysis. This multiple linear regression analysis is used to analyze the influence of employee engagement (X1) and Organizational Citizenship Behavior (X2) on employee performance (Y). Table 4.11 below shows the results of the multiple linear regression analysis of this research.

Table 7 Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,500	2,407		2,284	.028
	Employee Engagement	,320	.127	,354	2,531	.016
	Organizational Citizenship Behavior	,368	.136	,380	2,711	,010
a. Dependent Variable: Employee Performance						

Source: Processed data, 2023

Based on Table 7, the regression equation can be prepared as follows:

Y = 5,500 + 0.320 X1 + 0.368 X2 + e

The regression coefficient value for each independent variable has a t test significance value of less than 0.05. This shows that all independent variables have a significant positive influence on the dependent variable, namely employee performance (Y).

8. Coefficient of Determination(R2)

The coefficient of determination (R2) is used to determine and measure the model's ability to explain variations in the independent variables. The results of the coefficient of determination test in this research can be seen in Table 8 as follows:

Table 8 Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625a	,391	,359	.95599
a. Predictors: (Constant), Organizational Citizenship Behavior, Employee engagement				

Source: Processed data, 2023

The test results in Table 8 provide results where the R2 value (coefficient of determination) is 0.391. This result means that variations in employee performance can be significantly influenced by employee engagement and organizational citizenship behavior variables amounting to 39.1 percent, while the remaining 60.9 percent is explained by other factors not explained in the research model.

9. F Test Results

The simultaneous test aims to find out whether all the identified independent variables (employee engagement and organizational citizenship behavior) are appropriately used to predict employee performance together. This test is often also called the F test. The results of the F test in this research can be seen in Table 9 as follows:

Table 9 Test Results f

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22,857	2	11,428	12,505	,000b
	Residual	35,643	39	,914		
	Total	58,500	41			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Organizational Citizenship Behavior, Employee engagement						

Source: Processed data, 2023

The results of the F test (Ftest) show that the significance value or P value is 0.000 which is smaller than α = 0.05, this means that the model used in this research is feasible. These results mean that all independent variables are able to predict or explain the phenomenon of employee performance. In other words, employee engagement and organizational citizenship behavior simultaneously have a positive and significant effect on the performance of the Kedonganan Traditional Village LPD employees. This means that the model can be used for further analysis or in other words the model can be used for projections because the goodness of fit results are good with a significance value of P value 0.000.

10. t Test Results

The influence of employee engagement and organizational citizenship behavior variables on employee performance was tested using the t test. The test criteria to explain the interpretation of the influence between each variable is that if the significance value is <0.05 then H0 is rejected and H1 is accepted. Conversely, if the significance value is > 0.05 then H0 is accepted and H1 is rejected. The results of this research hypothesis test can be explained in the following 10 ways:

Table 10 Hypothesis Test Results

Variable Relationships	Regression Coefficient (B)	T count	Significance	Conclusion
Employee engagement→ Employee performance	0.320	2,531	0.016	Significant positive
Organizational Citizenship Behavior→ Employee performance	0.368	2,711	0.010	Significant positive

Source: Processed data, 2023

Based on the results of hypothesis testing inTable 10 can explain the influence between variables as follows:

a.   The Influence of Employee Engagement on Employee Performance

Based on the results of the influence analysisemployee engagementon employee performanceThe significance value obtained was 0.016 with valueStandardized Coefficientsthe positive value is 0.354 and the calculated t value is 2.531. The significance value of 0.016 < 0.05 indicates that H1 is accepted.

b.   The Influence of Organizational Citizenship Behavior on Employee Performance

Based on the analysis resultsThe influence of organizational citizenship behavior on employee performance obtained a significance value of 0.010 with a positive Standardized Coefficients value of 0.368 and a calculated t value of 2.711. A significance value of 0.010 < 0.05 indicates that H0 is rejected and H2 is accepted.

DISCUSSION

Discussion of research results from the hypothesis can be described as follows:

1. The Influence of Employee Engagement on Employee Performance

    The results of the regression analysis in this study show that employee engagement has a positive and significant effect on the performance of Village Credit Institution (LPD) employees (H1 is accepted).This means that it is getting higheremployee engagementit will be able to improve employee performance at the Kedonganan Traditional Village Village Credit Institution (LPD).

2. InfluenceOrganizational Citizenship BehaviorOn employee performance

    The results of the regression analysis in this research show that Organizational Citizenship Behavior has a positive and significant effect on the performance of Village Credit Institution (LPD) employees (H2 is accepted).This means thatThe higher the Organizational Citizenship Behavior, the performance of the employees of the Kedonganan Traditional Village Village Credit Institution (LPD) will increase.

3. The Influence of Employee Engagement and Organizational Citizenship Behavior on Employee Performance

    The results of the regression analysis in this research show that employee engagement and Organizational Citizenship Behavior simultaneously have a positive and significant effect on the performance of Village Credit Institution (LPD) employees (H3 is accepted).This means that it is getting higheremployee engagementand the higher the employee's Organizational Citizenship Behavior, the greater the employee performance at the Kedonganan Traditional Village Village Credit Institution (LPD).

CONCLUSION

A. Conclusion

Based on the discussion described in the previous chapter, the following conclusions are obtained.

1. *Employee engagement*has a positive and significant effect on the performance of Village Credit Institution (LPD) employees (H1 is accepted). This means that the better employee engagement, the better the performance of employees at the Kedonganan Traditional Village Village Credit Institution (LPD).

2. *Organizational Citizenship Behavior*has a positive and significant effect on the performance of Village Credit Institution (LPD) employees (H2 is accepted). This means that the higher the Organizational Citizenship Behavior, the performance of employees at the Kedonganan Traditional Village Village Credit Institution (LPD) will increase.

3. *Employee engagement*and Organizational Citizenship Behavior simultaneously have a positive and significant effect on the performance of Village Credit Institution (LPD) employees (H3 is accepted). This means that the better the employee engagement and the higher the Organizational Citizenship Behavior, the employee performance at the Kedonganan Traditional Village Village Credit Institution (LPD) will increase.

B. Suggestion

Based on the research results and conclusions, the suggestions that can be given are as follows:

1. Based on the results of the regression analysis calculations, it can be seen that the variable*employee engagement*and Organizational Citizenship Behaviorhas a positive and significant influence, the Village Credit Institution (LPD) is advised to pay more attentionthese factors, for example by meansencourage employees to be active, creative and full of initiative in carrying out their role as nurses. Apart from that, LPD employees are expected to participate in realizing the LPD's vision and mission, not only carrying out the roles as stated in the job description and organizational structure, but also being able to carry out roles that exceed the standards stated in the institution.

2. The results of the coefficient of determination in this researchof 0.391 means that 39.1% of the variation in Village Credit Institution (LPD) employee performance is influenced by variations in employee engagement and Organizational Citizenship Behavior, while there are still many other factors that influence employee performance, so it is recommended that further research be able to reveal other variables that have not yet been identified. revealed in this research are several variables that can be used, including organizational culture and climate, personality, financial compensation, perceptions of organizational support, and other variables.

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