

ANTECEDENTS OF EMPLOYEE ENGAGEMENT AND ITS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN LECTURER IN POLITEKNIK NEGERI LHOKSEUMAWE

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Abstract

The purpose of this study is to determine and analyze the effect of transformational leadership and organization culture on organizational citizenship behaviour with employee engagement as a mediating variable. The number of respondents in this study are 172 lectures in Politeknik Negeri Lhokseumawe. Data analysis method used is Structural Equation Modeling by using AMOS software. The results of this study found that directly, transformational leadership and organization culture have a positive and significant effect on employee engagement, then organization culture and employee engagement also have positive and significant effects on organizational citizenship behaviour, but transformational leadership has no significant effect on organizational citizenship behaviour. The mediation effect test results proved that employee engagement mediates the influence of organizational culture on organizational citizenship behaviour partially (partial mediation), but employee engagement cannot mediate the effect of transformational leadership on organizational citizenship behaviour.

Keywords: *Transformational Leadership, Organizational Culture, Employee Engagement and Organizational Citizenship Behaviour*

1. INTRODUCTION

In running an organization Human Resources (HR) is an element in charge and plays an important role in carrying out organizational operations to achieve common goals (Pasban & Nojedeh, 2016). The important role played by human resources in an organization is based on good HR capabilities (Adiguzel et al., 2020). When HR has good capabilities, the organization can also be managed properly (Chams & García-Blandón, 2019). This will make it easy for organizations to achieve common goals (Miao et al., 2020). Therefore, the ability and behavior of human resources in the organization is an important aspect of the organization. Previous studies have proven that transformational leadership (Jha, 2014; Khalili, 2017; Lee et al., 2017; Soerosemito & Cholil, 2018), organizational culture (Badaruddin, 2022; Nadeak, 2016; Pham et al., 2018) and employee engagement (Indryani & Ardana, 2019; Sugianingrat et al., 2019; Susanto, 2020) are factors that have a significant influence on OCB. However, there are still other studies that find that transformational leadership (Baihaqi & Saifudin, 2021; Khaola & Rambe, 2020), organizational culture (Ariani et al., 2017; Baihaqi & Saifudin, 2021), and employee engagement (Dalimunthe & Zuanda, 2020; Kosar, 2017) are not factors that significantly influence OCB. This shows that there are still inconsistencies in research results and debate among researchers regarding the influence of transformational leadership, organizational culture, and employee engagement on OCB, thus encouraging the authors to review it.

This research was conducted on lecturers at the Lhokseumawe State Polytechnic Campus. Based on the initial observations that the authors made, in general, the OCB behavior of lecturers at the Lhokseumawe State Polytechnic Campus was relatively good. However, several aspects can

still be improved to be even better, such as altruism aspects/indicators (initiative). Based on the initial observations that have been made, the level of initiative in work among lecturers is quite good. However, it can still be improved to be even better, where the lecturer's initiative in helping colleagues who have problems carrying out their work can be improved to create good collaboration.

According to the authors' first findings, employee engagement among lecturers at the Lhokseumawe State Polytechnic Campus is relatively good. However, this may be improved even further. In general, lecturers have worked very hard in carrying out their duties and obligations as educators and ASNs (civil employees). Furthermore, based on the results of the initial observations that the authors conducted at the Lhokseumawe State Polytechnic, in general, the existing transformational leadership was classified as good. However, there are a few aspects that still need to be improved, such as teaching and training aspects/indicators. Based on initial observations, these indicators have been classified as quite good among lecturers. However, there are still a small number of lecturers, especially those who are still relatively young, who are still only carrying out their duties, only teaching, and have not attended training that can improve their abilities as lecturers in a better direction.

Furthermore, the description of the organizational culture at the Lhokseumawe State Polytechnic as stated in the Strategic Plan (Renstra) of the Lhokseumawe State Polytechnic states that the level of discipline in carrying out the tridharma of higher education and the research culture of lecturers also still needs to be further improved. In addition, based on the results of the initial observations that the author made at the Lhokseumawe State Polytechnic, in general, the organizational culture at the Lhokseumawe State Polytechnic was relatively good. However, this can still be improved to be better than before. For example, aspects/indicators of individual initiatives. In general, the culture of individual initiative at work is quite good. However, this can be improved by providing motivation and appreciation to lecturers who work extra hard and excel to create an even better work culture. This shows that organizational culture can still be improved.

2. HYPOTHESIS DEVELOPMENT

2.1 The Effect of Transformational Leadership on Employee Engagement

Leadership is an aspect that can make employees feel comfortable at work. Transformational leadership will be created when leaders are aware of the vision and mission and prioritize the interests of their organization (Yulianti et al., 2018). An effective transformational leadership style will be able to give subordinates some autonomy in deciding how to do work and how to determine the pace of work so that they will have a higher work commitment (Yukl, 2015). This description shows that transformational leadership has an effect on employee engagement, as has been proven by previous research documenting that transformational leadership has a positive and significant effect on employee engagement (Angelia & Astiti, 2020; Handayani, 2018; Romadhona & Farida, 2022; Rukmana & Sembiring, 2014; Sirait, 2020; Sukwirahmanta, 2017; Suyono et al., 2015; Yulianti et al., 2018).

2.2 The Influence of Organizational Culture on Employee Engagement

Organizational culture can be interpreted as core values that are upheld by the organization and understood and applied by employees in their daily activities (Puspita & Sembiring, 2016). The strength of organizational culture can be seen in how many members of the organization follow the

rules and values that exist in the organization (Hakim, 2016). Organizational members who carry out and apply the values that exist in the organization well will make their commitment higher and work engagement will become stronger (Prahara & Hidayat, 2020). This shows that organizational culture has a significant effect on employee engagement. This is also supported by several previous studies which found that organizational culture has a positive and significant effect on employee engagement (Abdullahi et al., 2021; Abrianto & Srimulyani, 2021; Akbar, 2013; Anggreana et al., 2015; Humairoh & Wardoyo, 2017; Najeemdeen et al., 2018; Soeharso & Nurika, 2020; Tabun, 2021).

2.3 The Influence of Transformational Leadership on OCB

Furthermore, transformational leadership can create extra-role behavior in the organization (Darmawan & Mujiati, 2017). This happens because the transformational leadership used by leaders will affect the enthusiasm and motivation of subordinates so that they are willing and willing to work in matters of achieving organizational goals (Humphrey, 2012). In addition, the strong interaction between subordinates and superiors in transformational leadership will make the work atmosphere more comfortable, and extra-role behavior will be created (Surbakti & Suharnomo, 2013). Previous research has also found that transformational leadership has a positive and significant effect on OCB (Gunawan, 2016; Jha, 2014; Khalili, 2017; I. S. Kurniawan et al., 2022; Lee et al., 2017; Melati, 2019; Soerosemito & Cholil, 2018; Susanto, 2020; Taroreh et al., 2020).

2.4 The Influence of Organizational Culture on OCB

Organizational culture is a factor that can increase extra-role behavior. If the organizational culture is good and comfortable and the understanding that organizational members have of organizational culture is high, then the tendency for organizational members to have a high commitment to the organization (Ebrahimpour et al., 2011). With the high commitment of the members of the organization, there will be a feeling of pride in the organization and a feeling that the organization has such a great meaning for them, so that the employee wants to give a deeper role and behavior in the organization (Desselle et al., 2018). Previous research has also documented that organizational culture has a positive and significant effect on OCB (Arifin, 2017; Badaruddin, 2022; Danubrata & Khasanah, 2021; Dewanggana et al., 2016; Husodo, 2018; Nadeak, 2016; Pham et al., 2018; Saputra & Supartha, 2019; Yoga et al., 2021).

2.5 The Effect of Employee Engagement on OCB

Employee engagement can significantly influence OCB (G. Kurniawan & Rijanti, 2022). This is because high work engagement will raise morale and improve employee performance (Risher, 2010). In addition, high employee engagement in a person makes it easier for him to develop himself, thus encouraging employees to work optimally, so that extra-role behavior is created (Indryani & Ardana, 2019). Previous research has also found that employee engagement can significantly increase OCB behavior (Arina & Sulisty, 2022; Claresta, 2019; Fauziridwan et al., 2018; George & Joseph, 2015; Indryani & Ardana, 2019; Rahmayani & Wikaningrum, 2022; Sugianingrat et al., 2019; Susanto, 2020).

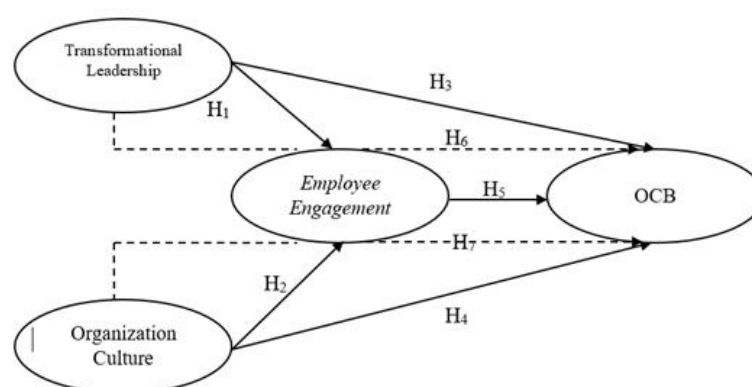
2.6 Mediation of Employee Engagement on the Influence of Transformational Leadership on OCB

Transformational leadership is a concept with a closer approach between superiors and subordinates by creating a good working atmosphere (Ghura et al., 2017). A good working atmosphere will be able to increase employee engagement with increasing motivation and commitment (Humphrey, 2012). Increased commitment will be created by a leadership style that is more concerned with a personal and humanist approach so that employees will voluntarily make extra contributions for the benefit of the organization (Lee et al., 2018). This shows that employee engagement can mediate the relationship between transformational leadership and OCB. Previous research has also proven that employee engagement is able to mediate the influence of transformational leadership on OCB (Sari et al., 2017; Sofiah et al., 2022).

2.7 Mediation of Employee Engagement on the Influence of Organizational Culture on OCB

Organizational culture is a form of implementing the values that exist within the organization as a consideration in working and achieving organizational goals. Understanding values properly will make employees feel closer to the organization so that a form of employee engagement with the organization will emerge. This will make employees give extra effort to the organization so that extra role behavior will be created and help the organization achieve its goals. This shows that employee engagement can become an intermediary in the relationship between organizational culture and OCB. Previous research has also proven that employee engagement is able to significantly mediate the influence of organizational culture on OCB (Abas et al., 2019; Meynhardt et al., 2020; Sari et al., 2017)

Based on the description above, the conceptual framework that can be built in this study is as follows:



Picture 1. Conceptual Framework

Based on the conceptual framework above, the hypothesis in this study is as follows:

- H1 : Transformational leadership has a positive and significant effect on employee engagement in lecturers at the Lhokseumawe State Polytechnic
- H2 : Organizational culture has a positive and significant effect on employee engagement in Lecturers at Lhokseumawe State Polytechnic
- H3 : Organizational culture has a positive and significant effect on employee engagement in Lecturers at Lhokseumawe State Polytechnic

- H4 : Organizational culture has a positive and significant effect on OCB in Lecturers at Lhokseumawe State Polytechnic
- H5 : Employee engagement has a positive and significant effect on the OCB of lecturers at Lhokseumawe State Polytechnic
- H6 : Employee engagement mediates the effect of transformational leadership on OCB in Lecturers at Lhokseumawe State Polytechnic
- H7 : Employee engagement mediates the influence of organizational culture on OCB in Lecturers at Lhokseumawe State Polytechnic

3. METHOD

3.1 Research Subjects and Locations

The objects in this study were transformational leadership, organizational culture, employee engagement, and OCB among lecturers at the Lhokseumawe State Polytechnic Campus. Meanwhile, this research was conducted at the Lhokseumawe State Polytechnic Campus which is located on Jalan Medan-Banda Aceh, Bukit Rata, Blang Mangat, Lhokseumawe City.

3.2 Population and Sample

The population in this study were all civil servant lecturers at the Lhokseumawe State Polytechnic, namely 303 people (Lhokseumawe State Polytechnic Personnel Section, 2022). In addition, the sampling technique used in this study was Proportionate Stratified Random Sampling. To determine the number of samples, the researcher used the Slovin formula with an error rate of 5% which can be seen below (Hair et al., 2021):

$$n = \frac{N}{1 + (N(e^2))}$$

$$n = \frac{303}{1 + (303(0.05^2))} \quad n = 172$$

Explanation :

n	=	sample size
N	=	population size
e	=	error level (5%)

The sample distribution in terms of the number of personnel can be seen in Table 1 below:

Table 1. Total Population and Sample

No	Major	Population (People)	Sample (People)
1	TIK	35	$(35/303) * 172 = 20$
2	Tata Niaga	68	$(68/303) * 172 = 39$
3	Teknik Elektro	63	$(63/303) * 172 = 36$
4	Teknik Mesin	46	$(46/303) * 172 = 26$
5	Teknik Sipil	52	$(52/303) * 172 = 30$
6	Teknik Kimia	39	$(39/303) * 172 = 22$
Total Lecturers		303 People	172 People

Source: Lhokseumawe State Polytechnic Personnel Section, 2022

3.3 Variable Operational Definitions

The operationalization of all the variables analyzed in this research can be seen in Table 2 below:

Table 2. Operational Variables

No	Variables	Operational Definition	Indicator
1	Transformational Leadership (KT)	Transformational leadership in this study is interpreted as a leadership attitude that exists in lecturers at the Lhokseumawe State Polytechnic who have the power to influence their employees in certain ways.	<ol style="list-style-type: none"> 1. The importance of understanding the mission 2. Putting group interests first 3. Enthusiasm for what has been achieved 4. Confidence in achieving goals 5. Perspective in solving problems 6. A new way of getting things done 7. Teach and train 8. Perception of differences in needs and abilities Source : (Jensen <i>et al.</i> , 2020)
2	Organizational Culture (BO)	Organizational culture is a system of meaning consisting of core sets of implicit assumptions, understandings, and rules (values and norms) to regulate the behavior of Lhokseumawe State Polytechnic lecturers who become a reference for action and become a differentiator from other campuses.	<ol style="list-style-type: none"> 1. Individual initiative 2. Integrity 3. Control 4. Patterns of communication 5. Commitment 6. Sincerity Source : (Yanna & Yusuf, 2020)
3	Employee Engagement (EE)	<i>Employee Engagement</i> in this study is interpreted as the behavior of lecturers at the Lhokseumawe State Polytechnic who have a commitment to the campus and can determine how to behave and how long they will last in that position	<ol style="list-style-type: none"> 1. Inspiration works well 2. Enthusiastic 3. Motivation to work 4. Work intensely 5. The meaning of work 6. Expectations for work 7. Proud of work Source : (Karatepe & Olughade, 2016; Ugaddan & Park, 2017)
4	Organizational Citizenship Behavior (OCB)	<i>Organizational Citizen Behavior (OCB)</i> in this study is defined as the behavior of lecturers at the Lhokseumawe State Polytechnic in voluntarily helping colleagues with extra assignments that are positive, constructive, and meaningful to help.	<ol style="list-style-type: none"> 1. <i>Altruism</i> 2. <i>Courtesy</i> 3. <i>Clarify</i> 4. <i>Peacekeeping</i> 5. <i>Sportsmanship</i> 6. <i>Civic Virtues</i> 7. <i>Conscientiousness</i> Source : (Mahasneh, 2015)

3.4 Data analysis method

The data analysis method used in this study is SEM (Structural Equation Modeling) analysis which is operationalized through the AMOS (Analysis of Moment Structure) program. Ghazali (2016) argues that SEM (Structural Equation Modeling) is a combination of two statistical methods developed in psychology and psychometrics as well as Simultaneous Equation Modeling developed in econometrics. The structural equations that will be analyzed in this study are as follows:

$$EE = \beta 1KT + \beta 2BO + e1$$

$$OCB = \beta 1KT + \beta 2BO + \beta 3EE + e2$$

Explanation:

KT = Transformational Leadership

BO = Organizational Culture
 EE = Employee Engagement
 OCB = Organizational Citizenship Behavior
 $\beta_1 - \beta_5$ = Regression Coefficient
 e1, e2 = Error

4. RESULTS AND DISCUSSION

4.1 Validity and Reliability Test

The validity test is done by Confirmatory Factor Analysis (CFA). The results of the CFA test for all indicators in this study are as follows:

1) Exogenous CFA Constructs

The results of CFA testing for exogenous constructs in this study are presented in the following figure:

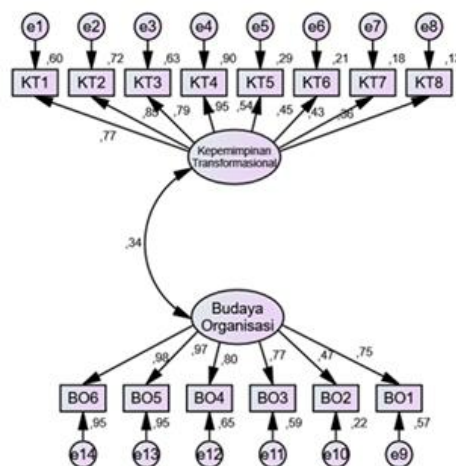


Figure 2. Exogenous CFA Construct

Based on Figure 2 above, it can be seen that there are several indicators that are classified as invalid, where for more details, the loading factor values are presented in the following table:

Table 3. Exogenous CFA Constructs

			Loading Factor	Cut Off	Information
KT1	<-	Transformational leadership	0,773	0,60	Valid
KT2	<-	Transformational leadership	0,848	0,60	Valid
KT3	<-	Transformational leadership	0,793	0,60	Valid
KT4	<-	Transformational leadership	0,950	0,60	Valid
KT5	<-	Transformational leadership	0,542	0,60	Invalid
KT6	<-	Transformational leadership	0,454	0,60	Invalid
KT7	<-	Transformational leadership	0,430	0,60	Invalid
KT8	<-	Transformational leadership	0,359	0,60	Invalid
BO1	<-	Organizational culture	0,752	0,60	Valid
BO2	<-	Organizational culture	0,470	0,60	Invalid
BO3	<-	Organizational culture	0,770	0,60	Valid
BO4	<-	Organizational culture	0,804	0,60	Valid
BO5	<-	Organizational culture	0,974	0,60	Valid
BO6	<-	Organizational culture	0,976	0,60	Valid

Source: Processed Data, 2022

Based on Table 1 above, it can be seen that 5 indicators are classified as invalid, where the loading factor value is less than 0.60 so the five indicators are removed from the model, and the CFA test is repeated. The results of repeated CFA testing after removing indicators for Exogenous Constructs are as follows:

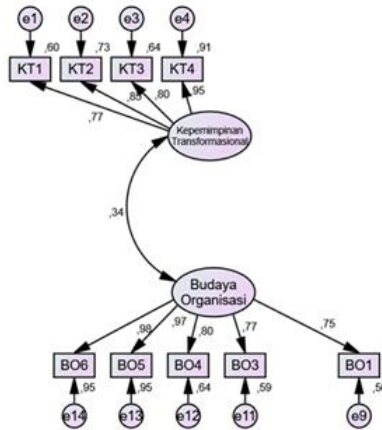


Figure 3. Exogenous CFA Construct Discard Indicator

Based on Figure 3, it can be seen that all indicators have a loading factor value above, 0.60 which indicates that all of these indicators are classified as valid. For more details, the loading factor values are presented in Table 4 below:

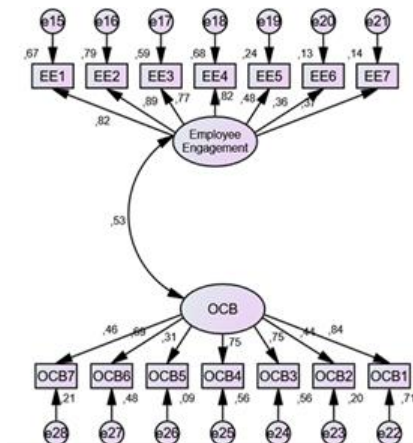
Table 4. Exogenous CFA Construct Dispose of Indicators

		Loading Factor	Cut Off	Information
KT1	<- Transformational Leadership	0,774	0,60	Valid
KT2	<- Transformational Leadership	0,855	0,60	Valid
KT3	<- Transformational Leadership	0,800	0,60	Valid
KT4	<- Transformational Leadership	0,954	0,60	Valid
BO1	<- Organizational Culture	0,749	0,60	Valid
BO3	<- Organizational Culture	0,768	0,60	Valid
BO4	<- Organizational Culture	0,800	0,60	Valid
BO5	<- Organizational Culture	0,974	0,60	Valid
BO6	<- Organizational Culture	0,977	0,60	Valid

Source: Processed Data, 2023

2) Endogenous CFA Constructs

The results of CFA testing for endogenous constructs in this study are presented in the following figure:



Based on Figure 4 above, it can be seen that several indicators are classified as invalid, where for more details, the loading factor values are presented in Table 5 below:

Table 5. Endogenous CFA Construct

			<i>Loading Factor</i>	<i>Cut Off</i>	Information
OCB1	<-	OCB	0,840	0,60	Valid
OCB2	<-	OCB	0,444	0,60	Invalid
OCB3	<-	OCB	0,746	0,60	Valid
OCB4	<-	OCB	0,750	0,60	Valid
OCB5	<-	OCB	0,307	0,60	Invalid
OCB6	<-	OCB	0,691	0,60	Valid
OCB7	<-	OCB	0,463	0,60	Invalid
EE1	<-	Employee Engagement	0,821	0,60	Valid
EE2	<-	Employee Engagement	0,890	0,60	Valid
EE3	<-	Employee Engagement	0,767	0,60	Valid
EE4	<-	Employee Engagement	0,823	0,60	Valid
EE5	<-	Employee Engagement	0,485	0,60	Invalid
EE6	<-	Employee Engagement	0,363	0,60	Invalid
EE7	<-	Employee Engagement	0,370	0,60	Invalid

Source: Processed Data, 2023

Based on the data presented in Table 5, it can be seen that there are 3 invalid indicators for the OCB variable and 3 invalid indicators for employee engagement. Thus, the indicators that are classified as invalid are removed from the model and the CFA test is repeated. The results of the CFA test after removing invalid indicators are presented in Figure 5 below:

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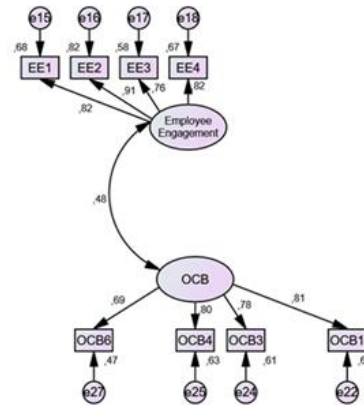


Figure 5. Endogenous CFA Construct Discard Indicator

Based on Figure 5, it can be seen that all indicators have a loading factor value above, 0.60 which indicates that all of these indicators are classified as valid. For more details, the loading factor values are presented in Table 6 below:

Table 6. CFA Construct Endogenous Dispose of Indicators

			Loading Factor	Cut Off	Information
OCB1	<-	OCB	0,809	0,60	Valid
OCB3	<-	OCB	0,780	0,60	Invalid
OCB4	<-	OCB	0,795	0,60	Valid
OCB6	<-	OCB	0,688	0,60	Valid
EE1	<-	Employee Engagement	0,822	0,60	Invalid
EE2	<-	Employee Engagement	0,905	0,60	Invalid
EE3	<-	Employee Engagement	0,764	0,60	Invalid
EE4	<-	Employee Engagement	0,819	0,60	Invalid

Source: Processed Data, 2023

Furthermore, validity testing is based on the results of the Construct Reliability and Variance Extracted calculations for each variable described above, the conclusion results are presented in Table 7 below:

Table 7. Construct Reliability and Variance Extracted Test Results

No	Variable	Construct Reliability		Variance Extracted		Remarks
		Acquisition value	Nilai Cut Off	Acquisition value	Nilai Cut Off	
1	Transformational Leadership	0,911	0,70	0,721	0,50	Reliable
2	Organizational culture	0,933	0,70	0,738	0,50	Reliable
3	Employee Engagement	0,897	0,70	0,686	0,50	Reliable
4	OCB	0,853	0,70	0,592	0,50	Reliable

Based on Table 5, it can be explained that all constructs in this research model have good reliability and convergent values so that the model can be processed for the next stage.

4.2 SEM Assumption Test

1) Sample Size

The number of respondents in this study was 172 lecturers. After testing, there were no answers that were classified as extreme (outliers), so the final sample was still 172 respondents. This is still following the number of samples suggested by Ghozali (2016), namely in the range of 100-200 respondents, so the sample size in this research is sufficient and suitable for SEM analysis.

2) Normality test

In this study, the normality test was carried out using a critical skewness ratio and a kurtosis value of ± 2.58 . The data can be concluded as normal if the value of the critical ratio skewness or critical ratio kurtosis has an absolute value between -2.58 to $+2.58$. The results of the normality test prove that the value of the critical skewness ratio is outside the range of ± 2.58 . This shows that the bivariate data is normally distributed. The multivariate value of the kurtosis critical ratio is in the range of ± 2.58 , which is 2.532. This value indicates that the multivariate data in this study are normally distributed

3) Outlier Data Test

In this study, testing for outlier data was carried out using the Mahalanobis d-squared test, by comparing the p_1 or p_2 values. A p_1 or p_2 value above 0.05 indicates that there are no data outliers in a study. The results of the outlier data test show that all observations have a p_1 or p_2 value above 0.05. In other words, there are no data outliers in this study so it meets the SEM assumptions.

4) Multicollinearity Test

In this study, multicollinearity detection uses the value of the Determinant of the Sampling Covariance Matrix, where the value of the Determinant of the Sampling Covariance Matrix away from 0 indicates that there is no multicollinearity between endogenous variables. The Determinant value of the Sample Covariance Matrix is 1.912, where this value is far from 0, it can be said that there are no symptoms of multicollinearity in this research model.

5) Model Fit Test

The results of the Goodness of Fit test for models with valid indicators are presented in Table 8 below:

Table 8. The Goodness of Fit for Full Model Before Modification

No	Criteria	Expected Value	Result	Conclusion
1	Chi-Square	Small Expected	291,952	Good
2	<i>Goodness of Fit Index (GFI)</i>	$> 0,90$	0,838	Marginal
3	<i>Adjusted Goodness of Fit Index (AGFI)</i>	$> 0,90$	0,781	Not good
4	<i>Tucker Lewis Index (TLI)</i>	$> 0,90$	0,906	Good
5	<i>Comparative Fit Index (CFI)</i>	$> 0,90$	0,922	Good
6	<i>Root Mean Square Error of Approximation (RMSEA)</i>	$\leq 0,08$	0,096	Not good
7	CMIN/DF	≤ 2	2,586	Not good
8	<i>p-value</i>	$> 0,05$	0,000	Not good

Source: Processed Data, 2022

Based on Table 8, there are still some criteria that are classified as marginal, such as GFI, and several criteria that are classified as not good, namely AGFI, RMSEA, and CMIN/DF with a p-value of 0.000 which is far below 0.05. In other words, the Full Model requires modification with unobserved variables using covariances instructions according to the output results on Modification Indices. The modification instructions based on the output modification indices applied in the model are presented in Table 9 below:

Table 9. Modification Indices

	M.I.	Par Change
e18 <--> e25	5,418	0,128
e16 <--> e18	6,228	0,109
e15 <--> e18	10,844	-0,168
e13 <--> e14	4,559	0,022
e12 <--> e14	10,425	-0,076
e11 <--> e12	70,863	0,430
e9 <--> e11	6,193	0,140

Source: Processed Data, 2022

The results of the Goodness of Fit test for the modified model are presented in Table 10 below:

Table 10. The Goodness of Fit for Full Model After Modification

No	Criteria	Expected Value	Result	Conclusion
1	Chi-Square	Small Expected	124,493	Good
2	Goodness of Fit Index (GFI)	> 0,90	0,927	Good
3	Adjusted Goodness of Fit Index (AGFI)	> 0,90	0,895	Marginal
4	Tucker Lewis Index (TLI)	> 0,90	0,989	Good
5	Comparative Fit Index (CFI)	> 0,90	0,992	Good
6	Root Mean Square Error of Approximation (RMSEA)	≤ 0,08	0,032	Good
7	CMIN/DF	≤ 2	1,179	Good
8	p-value	> 0,05	0,101	Good

Based on Table 10, it can be seen that there was a significant change in the Goodness of Fit (GOF) criteria, where all values were categorized as good and there was only 1 value in the marginal category, namely AGFI of 0.895. However, because the p-value is above 0.05, and the AGFI value has also moved closer to 9 (if it is rounded it becomes 9), so this model is acceptable and the results can be estimated.

6) Regression Model Estimation

Based on the results of the Full Model after modification, the coefficient values, critical ratios, and p-values between exogenous variables and endogenous variables can be seen in Figure 6 below:

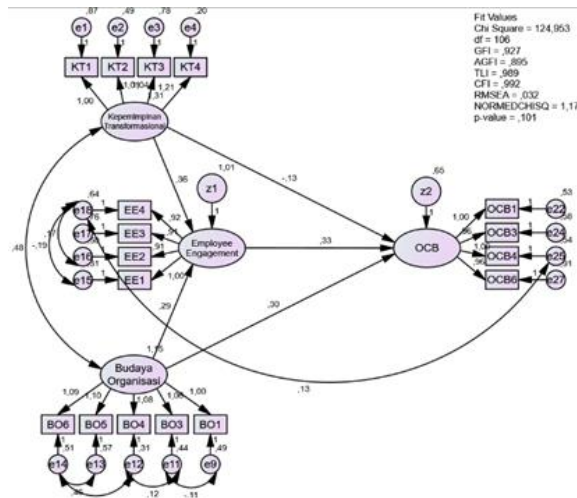


Figure 6. Full Model After Modification

For more details, the regression coefficient values, standard errors, and p-values are presented in Table 11 below:

			Estimate (Standardized)	S.E.	C.R.	P-Value
Employee Engagement	<-	Transformational Leadership	0,347	0,085	4,189	***
Employee Engagement	<-	Organizational Culture	0,267	0,089	3,283	0,001
OCB	<-	Transformational Leadership	-0,151	0,075	-1,712	0,087
OCB	<-	Employee Engagement	0,399	0,077	4,270	***
OCB	<-	Organizational Culture	0,335	0,081	3,744	***

Source: Processed Data, 2022

Description: *** is a p-value < 0.01

Based on the model estimation results presented in Table 11, the path equation results are as follows:

$$EE = 0.347KT + 0.267BO$$

$$OCB = -0.151KT + 0.335BO + 0.399EE$$

1. The Effect of Transformational Leadership on Employee Engagement

Based on the results of the SEM analysis that has been carried out, the coefficient value of transformational leadership on employee engagement is 0.347 with a p-value below 0.000, which means it is smaller than the error tolerance value in this study (0.05). In other words, transformational leadership has a significant effect on employee engagement, so H1 is accepted.

2. The Influence of Organizational Culture on Employee Engagement

Based on the results of the SEM analysis that has been carried out, the coefficient value of organizational culture on employee engagement is 0.267 with a p-value of 0.001 which is smaller than the error tolerance value in this study (0.05). In other words, organizational culture has a significant effect on employee engagement, so H2 is accepted.

3. The Influence of Transformational Leadership on OCB

Based on the results of the SEM analysis that has been carried out, the transformational leadership coefficient for OCB is -0.151 with a p-value of 0.087 which is classified as higher than the error tolerance value in this study (0.05). In other words, transformational leadership has no significant effect on OCB, so H3 is rejected.

4. The influence of Organizational Culture on OCB

Based on the results of the SEM analysis that has been carried out, the coefficient value of organizational culture for OCB is 0.335 with a p-value below 0.000 which means it is smaller than the error tolerance value in this study (0.05). In other words, organizational culture has a significant effect on OCB, so H4 is accepted.

5. Effect of Employee Engagement on OCB

Based on the results of the SEM analysis that has been carried out, the coefficient of employee engagement on OCB is 0.399 with a p-value below 0.000, which means it is smaller than the error tolerance value in this study (0.05). In other words, employee engagement has a significant effect on OCB, so H5 is accepted.

In this study, there are 2 mediation effect hypotheses to be tested, namely H6 and H7. The results of testing the two hypotheses are as follows:

1. The Mediating Effect of Employee Engagement on the Influence of Transformational Leadership on OCB

The p-value for c' is 0.001 which is classified as statistically significant at the 5% level. However, due to the non-fulfillment of the mediation requirements, H6 is rejected, meaning that employee engagement is unable to mediate the effect of transformational leadership on OCB.

2. The Mediating Effect of Employee Engagement on the Influence of Organizational Culture on OCB

The p-value for c' is 0.009, where this value is below the error tolerance value in this study, which is 0.05. In other words, H7 in this study is accepted, which means that employee engagement is able to partially mediate the influence of organizational culture on OCB.

5. CONCLUSION

Based on the findings of the research that has been done, this study concludes that leadership transformation and organizational culture have a significant effect on employee engagement. In addition, transformational leadership has no significant effect on OCB, while organizational culture and employee engagement have a significant effect on OCB. Meanwhile, employee engagement is able to mediate the effect of organizational culture on OCB but is unable to mediate the effect of transformational leadership on OCB.

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ANTECEDENTS OF EMPLOYEE ENGAGEMENT AND ITS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN LECTURER IN POLITEKNIK NEGERI LHOKSEUMAWE

Zahratul Dahlia, Marbawi, Yanita, A Hadi Arifin, Mohd. Heikal, Em Yusuf Iis

Yulianti, S., Ahman, E., & Suwatno, S. (2018). Pengaruh Kepemimpinan Transformasional dan Komunikasi Internal Terhadap Employee Engagement. *Jurnal Ilmu Manajemen Dan Bisnis*, 9(1), 7–15.