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The Influence of Employee Engagement and Creativity on Employee Performance Through Organizational Citizenship Behavior

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Abstract: This research aims to determine the influence of employee engagement and creativity on employee performance through organizational citizenship behavior (OCB) at Bank Mandiri, Malang of Indonesia. The populations consisting of Teller, Customer Service, Branch Head and Loan Officer employees at Bank Mandiri in Malang of Indonesia. The data analysis method used in this research is structural equation modeling-partial least square (SEM-PLS) using Smart PLS version 3. This research used two stages of PLS calculation models, namely the measurement model (outer model) and the structural model (inner model). The results of this research show that employee engagement has a significant positive effect on employee performance, creativity has a significant positive effect on employee performance, OCB has a significant positive effect on employee performance. Meanwhile, employee engagement has no significant effect on OCB, and OCB significantly mediates the effect of creativity on employee performance. This research provides evidence for research that is still debating that employee engagement, creativity and OCB are able to influence employee performance positively and significantly. These findings are also able to provide important insights for Bank Mandiri employees in improving banking services.

Keywords: Employee engagement, Creativity, Organizational citizenship behavior, Employee performance

INTRODUCTION

The banking industry must be able to adapt to current conditions, so that every employee is required to be able to explore all the potential they have, literally success on a small scale (individual) has an important impact on success on a large scale (company) (Parlinda & Wahyuddin, 2008). On the other hand, referring to the Global Talent Competitiveness Index which explains that Indonesia ranks 65th out of 132 countries in the workforce quality category. Overall, the target of improving the quality of human resources also requires the best management (INSEAD, 2020). Every organization, regardless of its type—be it a business organization, a government organization, or a social organization—always has a few goals (Dessler, 2019). In order to achieve this goal, the organization must use not only human resources in an efficient and effective manner but also resources within the organization. Other organizational resources include materials, labor, and money. According to Dessler (2019), the success of an organization is determined by its human resources.

Human resource performance determines the effectiveness of an organization. Furthermore, performance also shows how well managers manage human

resources in an organization. The successful performance of company employees will lead to the achievement of company goals. Performance according to Afandi (2021) is the willingness of a person or group of people to carry out or improve activities in accordance with responsibilities with the desired results. While employee engagement can be an aspect that banking companies pay attention to. Employee engagement can influence several aspects of the bank. Marciano (2010) explained that employee engagement has several benefits, including increased productivity, income, efficiency, less fraud, reduced absenteeism, increased customer happiness, decreased work accidents, and reduced employee complaints. The research results of Puspa and Sagala (2018); Sucahyowati and Hendrawan (2020) prove that employee engagement influences employee performance. On the other hand, the research results of Joushan et al. (2015) contradicts these findings that employee engagement does not affect employee performance.

Bank Mandiri is one of the banks that provides services to the community. Therefore, to achieve common goals, Bank Mandiri needs to be creative in managing each employee so that their skills and creativity develop. Creative employees will use their skills to take possible risks and will always see the world in new ways. Creativity allows for new discoveries in science and technology, as well as other fields. Basically, creativity is the capacity to discover something new, to come up with a new approach to a problem, or to recognize new relationships between existing parts. Bank Mandiri is able to survive because it has diverse creativity which has a good effect on the performance of its employees. In order to maintain the welfare of its members, which also influences the survival of the bank, banks must also carry out social functions both externally and internally. Some studies (e.g., Dama & Ogi 2018; Indrajita et al., 2021) prove that creativity influences employee performance. However, this is different from the research findings of Lakoy (2015) which concluded that creativity does not affect employee performance.

Employee performance as the readiness of an individual or group of individuals to be involved in increasing activities that are consistent with their duties in an effort to achieve the desired results (Afandi, 2021; Hasibuan, 2017). Furthermore, Baron et al. (2012) stated that creativity is essential for organizations because it can help employees become more effective and sensitive to employee performance and help employees adapt to certain changes. Macey and Schneider (2008) argued that employee engagement can make employees dedicated and have high loyalty to the organization so that employees feel comfortable and do not want to leave the organization. Based on several empirical studies, it shows that OCB has a relationship with employee engagement. Furthermore, employee engagement turns out to have a good relationship and is very closely related to OCB.

Thufailah and Abdurrahman (2020) showed that employee engagement has a positive influence on organizational citizenship behavior. Employee Engagement is an effort to retain employees, a sense of happiness and customer retention, as well as performance that benefits from employee involvement (Schiemann, 2011). This indicates that employee engagement is one of the supporting elements for developing effectiveness and ideal performance in a business. Schaufeli et al. (2006) define engagement as a state of healthy psychological motivation that is connected to work and characterized by enthusiasm, commitment, and immersion. A burst of energy in work, tenacity in facing challenges, and fulfillment of all work are

characteristics of enthusiasm. Optimal employee performance is also supported by high employee engagement. Employee engagement is positive employee behavior towards the organization and organizational values.

Several previous studies found a positive relationship between employee engagement and employee performance (Anitha, 2014; Bakker & Bal, 2010; Dajani, 2015). However, the results of other research reveal that the relationship between employee engagement has no significant effect on employee performance in employees of one of the companies in Batam, this means that when these employees have high employee engagement this will not have an impact on their employee performance (Mahadika & Hadi, 2018). It has consistently been shown in many studies in this field that employee engagement has a positive effect on employee performance. In addition, academics believe that more research is needed regarding variables that have the potential to have a mediating influence on the relationship between employee engagement and employee performance. This research complements the mediating influence of organizational citizenship behavior (OCB) from employee engagement and creativity on employee performance.

METHODS

Research Design

This research aims to analyze employee engagement, creativity, organizational citizenship behavior (OCB) and employee performance at Bank Mandiri Malang. In competition for banking services, customers are required to provide superior service. This study focuses on the influence of employee engagement and creativity on employee performance, as well as knowing the influence of employee engagement and creativity simultaneously on employee performance through OCB. This research was conducted at Bank Mandiri Malang which has a reputation for good banking services. This shows that the implementation of employee engagement and creativity development based on OCB at Bank Mandiri Malang has gone well. The solution to maintaining service to customers can be explained through employee engagement, creativity and OCB towards employee performance.

Operational Definition and Measurement

This research analyzes the influence of employee engagement and creativity on employee performance through organizational citizenship behavior (OCB). Employee performance is the result of employees' work in carrying out the responsibilities given to advance the bank's goals. Indicators for measuring employee performance refer to the opinion of Mangkunegara (2019) which includes quality, quantity, and timeliness. OCB according to Organ et al. (2006) is the behavior of company employees aimed at increasing the effectiveness of organizational performance without ignoring individual employee productivity goals. Organ further conveyed five dimensions of OCB, namely: altruism, conscientiousness, sportsmanship, curtesy, and civic virtue.

The independent variable in this research is employee engagement. Employee engagement refers to the level of enthusiasm, involvement and commitment of employees towards the work they do at the bank. The employee engagement

indicators refer to Schaufeli et al. (2006) which consists of passion, dedication, and absorption. Creativity is the act of initiative in applying practical, acceptable and valuable methods or strategies to tasks that require unclear guidelines or instructions so that they can help staff members understand or learn something new. Creativity indicators refer to opinions according to Suryana (2014) which consist of the number of new ideas being developed, the ability to see opportunities, the ability to develop personally, and the willingness to try hard.

Data Collection and Analysis

This research was carried out by distributing questionnaires to employees in the Teller, Customer Service, Branch Head and Loan Officer sections of Bank Mandiri, in Malang, totaling of 55 employees. Respondents were taken using a census. The data analysis method in this research involves several techniques which include: descriptive analysis and partial least squares structural equation modeling (PLS-SEM) method. The software used is Smart PLS version 3.0. PLS is an alternative SEM method that can be used to overcome problems in relationships and small sample sizes, as well as reflexive use. This research used two stages of PLS model calculation stages, namely the measurement model (outer model) and structural model (inner model). The outer model is used to explain valid and reliable measures, while the inner model is used to determine whether the structural model formed is accurate or not (Urbach & Ahlemann, 2010).

RESULTS AND DISCUSSION

The demographic of respondents in this research were dominated by male employees (54.5%), aged 31 - 39 years (50.9%), with a bachelor's degree at least (34.5%), Length of Work more than 10 years (41.8%). The respondent holds the position of Teller, Customer Service, Branch Head and Loan Officer sections of Bank Mandiri in Malang of Indonesia (see Table 1).

Table 1. Demographic of Respondents

Information	Total (employee)	Percentage (%)
Gender		
Male	30	54.5
Female	25	45.5
Age (years)		
22 - 30	12	21.8
31 - 39	28	50.9
40 - 50	15	27.3
Education		
S2 (Master)	12	21.8
S1 (Bachelor)	19	34.5
Diploma	15	27.3
Senior High School	9	16.4
Length of Work		
1 - 5 years	12	21.8
5.1 - 10 years	20	36.4
More than 10 years	23	41.8

Outer Model Evaluation

Table 2 informs the result of reliability and validity estimation for each construct in this study. From the table, it can be known that the variables have meet the reliability criteria. The cross-loading value refers to each indicator on its own variable and other variables. In the rightmost column is the highest cross loading value for each indicator, while the numbers colored bold shows the cross-loading value for the variable. If the value in the bold column is the same as the value in the maximum column, it means that the indicator has good discriminant validity. Table 3 shows that the indicators for each variable have a higher cross loading value for their own variable compared to other variables. Thus, it can be concluded that all indicators meet the discriminant validity requirements. Furthermore, this variable meets the requirements for discriminant validity if the highest correlation value is lower than the root value of AVE.

Table 2. Reliability Test Results

Level		Cronbach's Alpha	Composite Reliability	Conclusion
Dimensions	X11	0.894	0.919	Reliable
	X12	0.887	0.917	Reliable
	X13	0.901	0.924	Reliable
	X21	0.797	0.908	Reliable
	X22	0.863	0.936	Reliable
	X23	0.908	0.956	Reliable
	X24	0.737	0.883	Reliable
	Y11	0.839	0.903	Reliable
	Y12	0.839	0.903	Reliable
	Y13	0.799	0.882	Reliable
	Y14	0.833	0.900	Reliable
	Y15	0.706	0.872	Reliable
	Y21	0.753	0.890	Reliable
	Y22	0.734	0.882	Reliable
	Y23	0.710	0.874	Reliable
Variable	Creativity	0.937	0.948	Reliable
	Employee engagement	0.952	0.957	Reliable
	Employee performance	0.879	0.908	Reliable
	OCB	0.947	0.954	Reliable

Table 3. Cross Loading Discriminant Validity Test Results

	Employee Engagement	Creativity	OCB	Employee Performance	Max
X11.1	0.744	0.327	0.392	0.627	0.744
X11.2	0.727	0.302	0.489	0.543	0.727
X11.3	0.725	0.182	0.304	0.547	0.725
X11.4	0.770	0.197	0.137	0.419	0.770
X11.5	0.811	0.176	0.294	0.509	0.811
X11.6	0.721	0.255	0.259	0.481	0.721
X12.1	0.733	0.242	0.332	0.540	0.733
X12.2	0.732	0.265	0.252	0.370	0.732
X12.3	0.815	0.362	0.275	0.510	0.815
X12.4	0.795	0.209	0.226	0.374	0.795

	Employee Engagement	Creativity	OCB	Employee Performance	Max
X12.5	0.706	0.172	0.238	0.414	0.706
X13.1	0.805	0.203	0.180	0.419	0.805
X13.2	0.764	0.116	0.096	0.386	0.764
X13.3	0.722	0.225	0.251	0.462	0.722
X13.4	0.762	0.247	0.200	0.526	0.762
X13.5	0.723	0.030	0.083	0.377	0.723
X13.6	0.750	0.100	0.103	0.421	0.750
X21.1	0.419	0.831	0.448	0.573	0.831
X21.2	0.191	0.871	0.508	0.571	0.871
X22.1	0.329	0.900	0.563	0.601	0.900
X22.2	0.242	0.891	0.475	0.520	0.891
X23.1	0.066	0.852	0.474	0.468	0.852
X23.2	0.238	0.816	0.429	0.458	0.816
X24.1	0.282	0.705	0.438	0.586	0.705
X24.2	0.131	0.796	0.410	0.471	0.796
Y11.1	0.203	0.480	0.718	0.520	0.718
Y11.2	0.389	0.541	0.808	0.686	0.808
Y11.3	0.336	0.477	0.799	0.579	0.799
Y12.1	0.178	0.325	0.738	0.486	0.738
Y12.2	0.254	0.437	0.802	0.657	0.802
Y12.3	0.278	0.335	0.762	0.511	0.762
Y13.1	0.203	0.416	0.747	0.571	0.747
Y13.2	0.172	0.455	0.761	0.603	0.761
Y13.3	0.440	0.449	0.744	0.658	0.744
Y14.1	0.170	0.477	0.754	0.524	0.754
Y14.2	0.206	0.414	0.800	0.533	0.800
Y14.3	0.194	0.452	0.819	0.534	0.819
Y15.1	0.135	0.329	0.753	0.523	0.753
Y15.2	0.311	0.468	0.786	0.641	0.786
Y21.1	0.549	0.450	0.539	0.786	0.786
Y21.2	0.533	0.513	0.611	0.803	0.803
Y22.1	0.487	0.373	0.454	0.750	0.750
Y22.2	0.326	0.601	0.706	0.715	0.715
Y23.1	0.600	0.637	0.621	0.849	0.849
Y23.2	0.429	0.430	0.601	0.828	0.828

Inner Model Evaluation

According to Hair et al. (2017) inner model aims to test path coefficients and t-statistics which describe the level of significance of changes in the independent variable towards the dependent variable. Structural model testing is seen from the R-square value (R^2). The test results show that the R^2 of the OCB variable is 0.346. This indicates that the OCB variable explained by employee engagement and creativity is 34.6%, while the rest is explained by other variables outside the model. Furthermore, the R^2 of the employee performance variable is 0.761, meaning that the employee performance variable is explained by the employee engagement, creativity and OCB variables at 76.1%, while the rest is explained by other variables outside the model.

Hypothesis Estimation

Evaluation of the inner model or structural model is a stage for evaluating goodness of fit which includes the coefficient of determination and predictive relevance as well as hypothesis testing. The research structural model can be seen in Figure 1.

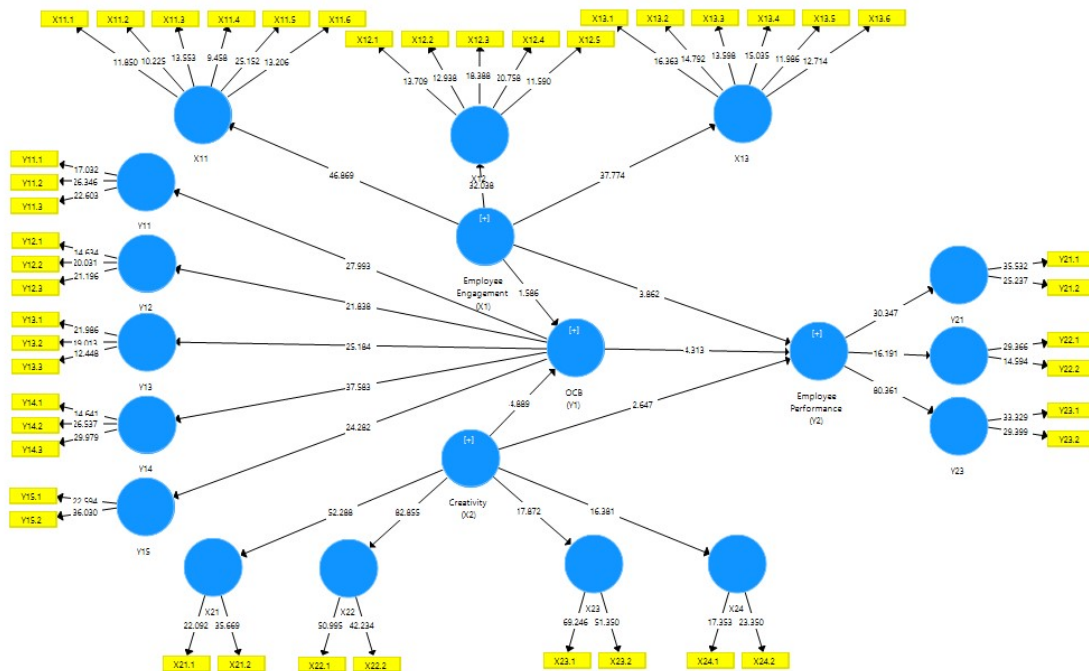


Figure 1. Inner model

Based on the Figure 1, it can be explained that the equation obtained is as follows:

$$OCB = 0.178*EE + 0.512*CR, R^2 = 0.346$$

$$EP = 0.394*EE + 0.258*CR + 0.473*OCB, R^2 = 0.761$$

The R^2 value of OCB is 0.346, meaning that OCB is influenced by Employee Engagement and Creativity by 34.6% while the rest is influenced by other factors not examined in this research. The Employee Engagement path coefficient is 0.178 in a positive direction, meaning there is a unidirectional relationship. If Employee Engagement increases by 1 unit, OCB will increase by 0.178. The creativity path coefficient is 0.512 with a positive direction, meaning there is a relationship in the same direction. If creativity increases by 1 unit, OCB will increase by 0.512.

Fleck and Inceoglu, (2010) argued that individuals who are engaged, all forms of cognitive and affective responses in the individual emerge, so that they can put effort into the individual's work which makes the individual perform optimally. According to Luthans (2011), the OCB attitude is shown by the criteria of employees who can work together, like to help, are attentive and serious in doing their work. This situation supports a person's behavior in carrying out work voluntarily outside of their responsibilities (Mahayasa & Suartina, 2019).

The R^2 value of Employee Performance is 0.761, meaning that Employee Performance is influenced by Employee Engagement, Creativity and OCB by 76.1%

while the rest is influenced by other factors not examined in this research. The employee engagement path coefficient is 0.394 in a positive direction, meaning there is a unidirectional relationship. If employee engagement increases by 1 unit, employee performance will increase by 0.394. The creativity path coefficient is 0.258 with a positive direction, meaning there is a relationship in the same direction. If creativity increases by 1 unit, employee performance will increase by 0.258. The OCB path coefficient is 0.473 in a positive direction, meaning there is a unidirectional relationship. If OCB increases by 1 unit, employee performance will increase by 0.473.

Table 4. Hypothesis Estimation

Connection	Original Sample (O)	T Statistics (O/STDEV)	P Values
EE → OCB	0.178	1.586	0.113
CR → OCB	0.512	4.889	0.000
EE → EP	0.394	3.862	0.000
CR → EP	0.258	2.647	0.008
OCB → EP	0.473	4.313	0.000

Note. EE = Employee engagement, CR= Creativity, OCB= Organizational citizenship behavior, EP= Employee performance

As shown in Table 4, it can be explained that employee engagement has a coefficient value of 0.178 (positive direction), T statistics of 1.586, and a p-value of 0.113. The test results show that the T statistics value is < 1.96 and the p-value is > 0.05. This means that employee engagement does not have a significant influence on OCB in a positive direction. In addition, creativity has a significant effect on OCB (t statistics = 4.889 and p-value = 0.000) and employee performance (t-statistics = 2.647 and p-value = 0.008). In addition, employee engagement has a significant effect on employee performance (t-statistics = 3.826 and p-value = 0.000). Lastly, OCB has a significant influence on employee performance (t-statistics = 4.313 and p-value = 0.000).

Discussion

Employee Performance is influenced by employee engagement, creativity and OCB. A path coefficient with a positive direction means that there is a relationship in the same direction. Employee engagement has a positive influence on employee performance at Bank Mandiri. Employee engagement indicators of employee performance can be reflected through employee absorption in the atmosphere at work. Absorption reflects the degree to which employees are immersed in work with a feeling of unity and togetherness with the tasks they are performing. Employees who have a high level of absorption can be maximally involved in their work, focus on the tasks that must be carried out, and feel a sense of ownership of their work. If employees feel emotionally and cognitively involved in work, employees tend to have higher concentration, try to achieve the best results, and even feel energetic and enthusiastic in facing work challenges.

High levels of employee engagement encourage productivity, superior service quality, good employee retention, collaboration, innovation, job satisfaction and employee well-being. Therefore, Bank Mandiri needs to pay attention to and

promote strong employee engagement as part of its Human Resource Management strategy. Employees who are actively involved and have a high level of employee engagement tend to be more productive in their work. These employees feel connected to the organization's goals, have high intrinsic motivation, and feel responsible for the bank's success. This encourages them to work harder, focus more, and produce maximum performance. Employees who have a high level of employee engagement at Bank Mandiri tend to provide better service to customers. Employees have a strong commitment to customer satisfaction and feel they have an important role in meeting customer needs. By being involved emotionally and mentally, they will try to provide service that is friendly, efficient and oriented to customer needs.

The form of employee engagement at Bank Mandiri is demonstrated through employee participation in activities held by the bank. Bank Mandiri often holds various activities for its employees, such as sports, competitions and social events. These activities can help employees get to know each other better and increase their sense of togetherness. High employee engagement also encourages collaboration and innovation at Bank Mandiri. Employees who are actively involved feel more comfortable sharing ideas, collaborating with teams, and even providing valuable input for improvement and innovation. Employees' ideas feel heard to contribute to organizational development thereby encouraging the creation of a creative and innovative environment. The results of this research support Puspa and Sagala (2018); Sucahyowati and Hendrawan (2020) who found employee engagement influences employee performance. In contrast, the findings of this study do not support Joushan et al. (2015) who found that employee engagement does not affect employee performance.

Furthermore, Employee Engagement has an influence on OCB. This indicates that Employee Engagement does not have a significant influence on OCB in a positive direction. This shows that employee engagement at Bank Mandiri Malang has gone well and has even become not only a habit but also a positive culture. Meanwhile, the coefficient value of the Creativity path towards OCB shows a positive direction, which means that creativity can still be improved because it is an important element in improving services to customers. Creativity has a positive influence on employee performance at Bank Mandiri. The indicator of creativity that is most appreciated in improving performance is the ability to develop personally, reflected in a sense of desire to improve work performance. Employees' ability to innovate and generate creative ideas can bring many benefits, including increased efficiency, discovery of new solutions, and organizational progress. Employees who have the drive to continuously develop tend to be more open to new ideas, more willing to try different approaches, and better prepared to face new challenges. Bank Mandiri employees always strive to improve customer service by providing fast and appropriate solutions. Bank Mandiri has provided 24-hour Customer Service which can be contacted via email, telephone and chat. This service has helped customers to obtain the information and assistance that employees need more easily.

Creativity enables Bank Mandiri employees to produce innovative solutions to face challenges and problems faced in the banking industry. Creative employees can create innovative solutions, increase efficiency, demonstrate proactive initiative, encourage creative collaboration, and provide competitive differentiation.

Therefore, Bank Mandiri needs to encourage a culture of creativity among employees and provide support and space for employees to develop and implement new ideas. Creative employees tend to think outside the box, see unseen opportunities, and create new approaches to improve processes, products, or services. These capabilities enable them to make meaningful contributions to improving efficiency, increasing customer satisfaction, or responding to market changes.

Creative employees can also encourage better collaboration to become a creative work team at Bank Mandiri. Creativity enables employees to share new ideas, involve others in the creative process, and creates an environment that encourages the exchange of ideas and innovative thinking. Collaboration and creative work teams can produce strong synergy, increase team productivity, and create better solutions. Employees who have high creativity at Bank Mandiri can provide differentiation and competitive advantage for the bank. In the highly competitive banking industry, creativity allows Bank Mandiri to differentiate itself with unique product, service or strategy innovations. Creative employees can help banks find new opportunities, deal with market changes, and meet customer needs in a better way.

These research findings support Dama and Ogi (2018);¹⁰ Indrajita et al. (2021) which proves that creativity influences employee performance. High employee engagement tends to have a positive relationship with employee performance. Employees who are not only actively involved, have an emotional attachment to their work, but also feel cared for by the organization tend to make better contributions.¹⁴ By having high employee engagement, employees feel more satisfied with their work and are therefore more committed to achieving organizational goals. The results of this research also support some studies (e.g., Puspa & Sagala, 2018; Sucahyowati & Hendrawan, 2020), proving that employee engagement influences employee performance.⁴² Creativity also has a positive influence on employee performance. Employees who have the ability to think creatively and find new ideas tend to be able to find innovative solutions, increase efficiency, and face work challenges in a more effective way. Creative employees can make valuable contributions in improving product or service quality, creating new opportunities, and increasing an organization's competitiveness. However, the findings of this research do not support Lakoy (2015) who found that creativity does not affect employee performance.

CONCLUSION

Employee performance is shaped by quantity, quality and timeliness. The main thing that can improve employee performance is quality which is reflected in whether or not employees can carry out tasks without errors. Employee engagement is formed by passion, dedication and absorption. The main thing that can increase employee engagement is absorption which is reflected in the condition of employees who are immersed in their work so that they are carried away by the atmosphere in the workplace. Creativity is formed by the number of new ideas that develop, the ability to see opportunities, the ability to develop personally and the willingness to try

hard. The main thing that can increase creativity is the ability to develop personally, reflected in the desire to improve work performance. ²⁴

Organizational citizenship behavior (OCB) has a positive and significant effect on employee performance. OCB is a beneficial form of mutually helpful behavior towards coworkers. Employee engagement and creativity influence the performance of Bank Mandiri Malang employees. ⁵⁵ When employees feel involved and have a sense of ownership of their work, employees tend to be more motivated, dedicated and focused on achieving organizational goals. Creative employees tend to have the ability to solve complex problems, find innovations, and generate ideas that lead to improvements or improvements in work processes. ² Employee engagement and creativity simultaneously impact employee performance. ²⁵ Furthermore, employee engagement and creativity create a work environment that supports and allows employees to make their best contribution. Employees who feel involved and have the freedom to express their creativity tend to achieve better performance in achieving organizational goals.

The research implies that Bank Mandiri Malang need to improve employee engagement, OCB and creativity in order to increase employee performance. ⁵⁶ However, employee engagement has become a behavior at Bank Mandiri Malang. Based on the findings above, it is important for Bank Mandiri Malang to encourage employee engagement and create a culture that supports creativity as an important factor in improving overall employee performance. Furthermore, creativity influences employee performance. This indicates that the main thing that can improve employee performance is creativity in developing abilities. Personally, creativity is reflected in the employee's desire to improve work performance. Creative employees can find innovative ways to complete routine tasks more efficiently, save time, are more willing to take risks, and are more adaptive to change. This can help employees to be more successful in their careers.

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