

The Influence Of Job Characteristics On Organizational Citizenship Behaviour And Job Engagement And Its Implications For Employee Performance

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Abstract. *This study aims to analyse the influence of job characteristics on Organizational Citizenship Behaviour and Job Engagement, and its implications for employee performance. This study uses a quantitative approach with a survey method. Data were collected through questionnaires distributed to 78 employees from the Faculty of Social and Political Sciences, Universitas Brawijaya. Data analysis was conducted using path analysis techniques with the Smart-PLS3 tool to test the relationship between the variables studied. The results showed that job characteristics are not significant to employee performance. Furthermore, job characteristics have a significant effect on OCB. Meanwhile, OCB has a significant effect on employee performance. In addition, it was found that job characteristics have a significant effect on job engagement. Then, job engagement has a significant effect on employee performance. The OCB variable has a role as mediation. Meanwhile, the job engagement variable is not significant as a mediation. This research provides insight for HR practitioners in designing jobs that can maximise employee potential.*

Keywords: *Job Characteristics, Organizational Citizenship Behaviour, Job Engagement, Employee Performance*

INTRODUCTION

Performance is an employee activity that can be assessed and become a benchmark for the results of a company according to their abilities, as well as the responsibilities given by the company. Employee performance can be seen to be a benchmark for a company to assess its workers. (Robbins, 2016) states that performance indicators are tools to measure the extent of employee performance achievement, including: Quality of work, Quantity, Timeliness, Effectiveness, and; Independence.

Efforts to achieve individual performance standards in an organisation cannot be separated from the problems or variables that affect it. This is also the case with what researchers encountered at Faculty of Social and Political Sciences, Universitas Brawijaya Malang. As based on the results of initial observations made by researchers on 16 March 2019 at Faculty of Social and Political Sciences, Universitas Brawijaya Malang, it can be indicated and identified that the problem of achieving employee performance at the institution is

influenced by job characteristics, which are indirectly related to *organizational citizenship behavior* (OCB) and job engagement.

Job characteristics are the ability and sense of responsibility possessed by employees to complete specific tasks and concern the content and conditions of work. Job characteristics have an important and significant effect on employee performance. (Hackman, J. R., and Oldham, 1980) expressed the opinion that job characteristics can create three psychological states in a worker, namely: experiencing the meaning of work; taking responsibility for work results, and; knowledge of work results. Finally, these three psychological conditions will affect individual performance achievement.

Several empirical studies have been conducted to prove the relationship between job characteristics and individual/employee performance. (Astutik & Priantono, 2020) and (Rahman et al., 2020) proves that there is a positive and significant effect of job characteristics on employee performance. Likewise, with the observations that researchers made earlier at Faculty of Social and Political Sciences, Universitas Brawijaya Malang, the phenomenon of job characteristics that actually occurred in the research site was that each employee had the freedom to set their own schedule and complete tasks according to predetermined targets, each employee also understood the importance of each of their respective tasks in achieving company goals. In contrast to the results of this study, (Astuti, 2019) found that job characteristics have no significant positive effect on employee performance.

Employee performance at Faculty of Social and Political Sciences, Universitas Brawijaya Malang is indirectly related to OCB. OCB is an activity outside the employee's core duties in order to accelerate work and help the company progress with the awareness of the individual without an obligation and expectation of direct reward from the company. (Robbins, Stephen P. & Judge, 2015) suggested that OCB is a discretionary behaviour that contributes to the psychological and social environment at work. Successful organisations or companies need workers who are able to do more than just the usual responsibilities but how to create performance that is above expectations.

Results (Lukito, 2020); (Abrar & Isyanto, 2019); (Sanjaya, 2020); (Yuwanda & Pratiwi, 2020); (Anam & Purwanti, 2023) proved that there is a significant positive effect of organizational citizenship behaviour on employee performance. The OCB phenomenon that is often carried out at Faculty of Social and Political Sciences, Universitas Brawijaya Malang according to the initial observations made by researchers on 16 March 2019, namely employees helping other colleagues which is often done by workers in one room, if it is seen that other colleagues have a job and the work done is very overloaded then they sometimes help

voluntarily and this is indeed done outside overtime hours. This is usually often done by new colleagues or it can also usually be done by workers who have not worked for a long time compared to workers who have been in the company for a long time. Problems about OCB that may exist at FISIP UB may not all colleagues have a willingness to help their fellow colleagues because they may also feel they have their own scope of work.

Employee performance at Faculty of Social and Political Sciences, Universitas Brawijaya Malang is also indirectly related to Job Engagement. Job Engagement is the work carried out by employees to fulfil their commitment to work in fulfilling a company goal through employee commitment through their work. (Kahn, 1990) stated that work engagement is best described as a multidimensional motivational concept that reflects the simultaneous investment of an individual's physical, cognitive, and emotional energies in an active and fulfilling work performance. It is assumed that individuals' perceptions of their work context and their own individual characteristics foster psychological conditions that directly influence the willingness to be personally involved in work roles which ultimately have an impact on improving performance. Previous research has proven that there is a link between job engagement and individual performance. (Wokas et al., 2022) proved that there is a significant positive effect of job engagement on employee performance.

Job engagement carried out by employees at Faculty of Social and Political Sciences, Universitas Brawijaya Malang also provides a significant view of employee performance. An example of job engagement that can be described at Faculty of Social and Political Sciences, Universitas Brawijaya Malang is holding a meeting or seminar activity on a topic where the activity contains the topic of how to improve performance to achieve company goals with a very comfortable atmosphere and from superiors or subordinates.

Some research results prove the relationship between job characteristics and organizational citizenship behaviour and job engagement. (Warapsari, 2019); (Hendrawati & Tjahjaningsih, 2019); (Saputri & Hendratmoko, 2022); (Syamsuddin et al., 2022) proved that job characteristics have a significant positive effect on OCB. Other research results also prove the relationship between job characteristics and job engagement. (Mulyana et al., 2020); (Anggraini, 2020) proved that job characteristics have a significant positive effect on job engagement.

THEORETICAL STUDY

(Astutik & Priantono, 2020) shows that job characteristics have a significant effect on employee performance. (Rahman et al., 2020) Proving That There is a Partially Significant Effect of Job Characteristics on Contract Employee Performance. (Sapitri & Mahayasa, 2022) shows that job characteristics have a positive and significant effect on employee performance at the Denpasar City Regional Financial and Asset Management Agency office. (Tanjung et al., 2020) Job Characteristics Significantly Affect Employee Performance at the Social Service of North Labuhan Batu Regency. (Astuti, 2019) shows that job characteristics affect employee performance.

H1: Individual characteristics have a significant effect on employee performance

(Saputri & Hendratmoko, 2022) shows that job characteristics have an important effect on organizational citizenship behaviour. (Hendrawati & Tjahjaningsih, 2019) showed that Job Characteristics Positively and Significantly Affect OCB in Civil Servants with Minimum High School Education at Kardinah Hospital, Tegal City. (Warapsari, 2019) also proved the same result that Job Characteristics Affect OCB of Production Section Employees of PT Campina Ice Cream Industry Surabaya.

H2: Individual characteristics have a significant effect on Organizational Citizenship Behaviour

(Anggraini, 2020) shows that there is a relationship between job characteristics and job involvement in UNESA employees. (Mulyana et al., 2020) shows the same results that the Job Characteristics Model Affects Employee Engagement Value Addition. (Rahmadalena, 2020) shows through the results of Partial Data Analysis that the Job Characteristics has a positive effect on Employee Performance Pt. Bukit Asam, Tbk Kertapati Dock Unit Palembang.

H3 : Individual Characteristics have a significant effect on Job Engagement

(Yuwanda & Pratiwi, 2020) shows that the OCB variable has a Significant Positive Effect on Performance at PT Semen. (Sanjaya, 2020) shows that OCB affects employee performance. (Abrar & Isyanto, 2019) shows that the OCB has a Significant Effect on Employee Performance Pt. Urchindize Indonesia Madura. (Lukito, 2020) through his research on PVC Production at UD. Untung Jaya Sidoarjo also proves that OCB has a significant effect on Employee Performance.

H4: Organizational Citizenship Behaviour has a significant effect on Employee Performance

(Wokas et al., 2022) explains if there is a positive and significant influence between Work Engagement on Employee Performance. (Hadi et al., 2020) also shows that Work

Engagement Has a Positive and Significant Effect on Employee Performance. (Umihastanti & Frianto, 2022) Employee Engagement Has a Positive and Significant Effect on Employee Performance at the Regional Staffing Agency. (Hari Sucahyowati & Hendrawan, 2020) in his qualitative research has proven that there is an Effect of Employee Engagement on Employee Performance of PT Mk.

H5: Job Engagement has a significant effect on Employee Performance

(Astutik & Priantono, 2020) Job Characteristics Significantly Affect Employee Performance at BKM in Probolinggo City. (Saputri & Hendratmoko, 2022) shows that job characteristics have an important effect on OCB. (Yuwanda & Pratiwi, 2020) proves in his research that the OCB has a Significant Positive Effect on Performance.

H6: Job characteristics have a significant effect on Employee Performance through Organizational Citizenship Behaviour

(Astutik & Priantono, 2020) shows that job characteristics have a significant effect on employee performance. (Anggraini, 2020) also proves that there is a relationship between job characteristics and work involvement in employees. (Wokas et al., 2022) Work Involvement Has a Significant Positive Effect on Employee Performance at PT PLN Kawangkoan.

H7: Job characteristics have a significant effect on employee performance through organizational citizenship behaviour.

METHOD

The purpose of this quantitative research is to explain the influence of Job Characteristics on Organizational Citizenship Behaviour and Job Engagement and its implications on Performance. This research uses a research instrument, questionnaire distributed to employees of the Faculty of Social and Political Sciences, Universitas Brawijaya Malang.

In this study, the total number of employees in the Faculty of Social and Political Sciences, Universitas Brawijaya Malang is 110 people consisting of 38 faculty contract employees, 8 part-time employees, 8 university contract employees, 56 permanent non-civil servant employees. Sampling was conducted using the Isaac and Michael formula of 78 employees.

Data collection using a questionnaire. The indicators used in this study consist of Job Characteristics (Robbins dan Judge, 2013), *Organizational Citizenship Behavior* (Robbins, 2008), *Job Engagement* (Bernthal, 2010), Employee performance (Mathis dan Jackson, 2011). Data analysis in this study is PLS (Partial Least Square), which is SEM based on components or variants (Ghozali & Latan, 2020).

RESULTS

Respondent Characteristics

Respondents in this study were employees of the Faculty of Social and Political Sciences, Universitas Brawijaya as many as 78 respondents. The questionnaire was given directly to the respondents and all of them filled out the questionnaire completely and correctly. The characteristics of respondents are categorised based on gender, age range, length of service, education level. Based on the results of research conducted on 78 respondents, the characteristics of respondents were obtained as follows:

Table 1 Characteristics of Respondents

Characteristics of Respondents		Frequency	Percentage
Gender	Man	32	41%
	Woman	46	59%
Age Range	20 – 30 Years	9	11,6%
	31 – 40 Years	32	41%
	41 – 50 Years	26	33,3%
	> 50 Years	11	14,1%
Working Period	< 5 Years	26	33,3%
	6 – 15 Years	44	56,4%
	16 – 25 Years	6	7,7%
	> 25 Years	2	2,6%
Level of Education	High school or equivalent	4	5,1%
	Diploma I/II/III	16	20,6%
	Strata I	58	74,3%

The interpretation of this demographic data shows that the majority of respondents in this study are female with an age range of 31-40 years, have 6-15 years of service, and have a Bachelor's degree. These characteristics reflect a fairly experienced and highly educated respondent population, which can provide valuable insight into the influence of job characteristics on Organizational Citizenship Behaviour and Job Engagement and its implications for employee performance.

Outer Model

The following table explains convergent validity, discriminant validity, composite reliability, and Cronbach alpha, as follows:

Table 2 convergent validity, discriminant validity, composite reliability, and Cronbach alpha

Variable's	Indicator	Outer Model 1	Outer Model 2	Composite Reliability	Cronbach Alpha	√AVE
Job Characteristics (X)	X1.1	0.518	0.566	0.837	0.771	0.784
	X1.2	-0.120	-			
	X2.1	0.667	0.625			
	X2.2	0.708	0.721			
	X3.1	0.756	0.758			
	X3.2	0.764	0.796			
	X4.1	0.159	-			
	X4.2	-0.210	-			
	X5.1	0.554	0.589			
	X5.2	0.324	-			
Organizational Citizenship Behavior (Z1)	Z1.1.1	0.809	0.830	0.929	0.908	0.932
	Z1.1.2	0.846	0.840			
	Z1.2.1	0.210	-			

Variable's	Indicator	Outer Model 1	Outer Model 2	Composite Reliability	Cronbach Alpha	√AVE
	Z1.2.2	0.645	0.641			
	Z1.3.1	0.480	-			
	Z1.3.2	0.360	-			
	Z1.4.1	0.453	-			
	Z1.4.2	0.763	0.802			
	Z1.5.1	0.855	0.882			
	Z1.5.2	0.944	0.955			
Job Engagement (Z2)	Z2.1.1	0.735	0.735	0.874	0.827	0.834
	Z2.1.2	0.763	0.760			
	Z2.2.1	0.803	0.806			
	Z2.2.2	0.667	0.669			
	Z2.3.1	0.694	0.693			
	Z2.3.2	0.726	0.726			
Employee Performance (Y)	Y1.1	0.873	0.875	0.915	0.893	0.921
	Y1.2	0.863	0.870			
	Y1.3	0.603	0.566			
	Y2.1	0.881	0.899			
	Y2.2	0.673	0.704			
	Y2.3	0.103	-			
	Y3.1	0.679	0.698			
	Y3.2	0.660	0.669			
	Y4.1	0.369	-			
	Y4.2	0.521	-			
	Y5.1	0.446	-			
	Y5.2	0.740	0.744			

Source: Data Processed (2024)

Based on Table 2 above, it can be seen that most items have outer loading above 0.5 and are significant. However, items X4.1, X4.2 of the indicator, Z1.2.1 of the indicator, Z1.3.2 of the indicator, Z1.4.1 of the indicator, Y2.3 of the indicator, Y4.1 of the indicator, Y5.1 of the indicator, can be said to not meet the criteria with an outer loading value <0.5 . This must be followed up with an elimination process and retesting. After retesting, the outer loading results shown above are known, it can be seen that all items have a loading value above 0.5 and are significant so that from these results an analysis can be carried out for discriminant validity testing. For composite reliability, Cronbach alpha, and $\sqrt{\text{AVE}}$ meet the criteria.

Inner Model

The following are the results of hypothesis testing using path coefficients generated from statistical analysis in this study using SmartPLS:

Table 3 Path Coefficients

Konstruk Hubungan	Original Sample (O)	T Statistics	P Values
Job Engagement (Z2) -> Employee Performance (Y)	0.278	2.947	0.003
Job Characteristics (X) -> Job Engagement (Z2)	0.268	2.487	0.013
Job Characteristics (X) -> Employee Performance (Y)	0.087	0.972	0.332
Job Characteristics (X) -> Organizational Citizenship Behavior (Z1)	0.337	4.595	0.000
Organizational Citizenship Behavior (Z1) -> Kinerja Karyawan (Y)	0.564	5.668	0.000
Job Characteristics (X) -> Job Engagement (Z2) -> Employee Performance (Y)	0.075	1.650	0.099
Job Characteristics (X) -> Organizational Citizenship Behavior (Z1) -> Employee Performance (Y)	0.190	3.592	0.000

Source: Data Processed (2024)

Based on the results of hypothesis testing, it was found that job characteristics do not have a significant direct influence on employee performance. However, job characteristics significantly influence OCB and job engagement. OCB was shown to have a significant influence on employee performance, suggesting that high OCB contributes to improved performance. In addition, job engagement also has a positive and significant influence on employee performance, although its role as a mediator between job characteristics and employee performance is not significant. This means that although good job characteristics can increase job engagement, this mediating impact is not strong enough to significantly influence employee performance through job engagement.

OCB, on the other hand, acts as a significant mediator between job characteristics and employee performance. This suggests that improvements in job characteristics can increase OCB, which in turn improves employee performance. These findings underscore the importance of designing jobs that can encourage OCB and job engagement to maximise employee performance.

DISCUSSION

The Influence of Job Characteristics on Employee Performance

Job characteristics have a positive but insignificant effect on employee performance. This means that if the job characteristics variable increases, the employee performance variable also increases, but the effect of the relationship between variables is small due to several factors.

Based on the results obtained and the explanations that have been described, it is known that job characteristics have not been able to contribute to employee performance at the Faculty of Social and Political Sciences, Universitas Brawijaya. It is good that each employee carries out his duties and establishes his work with full responsibility and full satisfaction with whatever results occur in the organisation. The conclusions of the results of this study are in line with the results of previous research conducted by (Chandra, dkk 2015) with the results showing that job characteristics have a positive and insignificant effect on employee performance at D'Season Surabaya hotel.

The Effect of Job Characteristics on Organizational Citizenship Behavior

The better the job characteristics of each employee at Faculty of Social and Political Sciences, Universitas Brawijaya, the more optimal the organizational citizenship behaviour in it. The results of this study prove that job characteristics can play a role in fostering a sense of organizational citizenship behaviour towards employees. This result also supports previous research belonging to (Hendrawati & Tjahjaningsih, 2019); (Warapsari, 2019) ; (Saputri &

Hendratmoko, 2022) that there is a positive and significant effect of job characteristics on organizational citizenship behaviour.

The Effect of Job Characteristics on Job Engagement

The better the job characteristics of each employee at Faculty of Social and Political Sciences, Universitas Brawijaya, the more optimal the job engagement in it. The results of this study prove that job characteristics can play a role in fostering employee job engagement at the Faculty of Social and Political Sciences, Universitas Brawijaya. This result also supports previous research belonging to (Anggraini, 2020); (Mulyana et al., 2020), (Rahmadalena, 2020) that there is a positive and significant effect of job characteristics on job engagement.

The Effect of Organizational Citizenship Behavior on Employee Performance

The better the organizational citizenship behaviour of each employee, the more optimal the performance of employees in it. The results of this study prove that organizational citizenship behaviour can play a role in fostering employee performance at the Faculty of Social and Political Sciences, Universitas Brawijaya Malang. This result also supports previous research belonging to (Yuwanda & Pratiwi, 2020) ; (Sanjaya, 2020), (Lukito, 2020) that there is a positive and significant effect of organizational citizenship behaviour on employee performance.

The Effect of Job Engagement on Employee Performance

The better the job engagement of each employee, the more optimal the performance of employees in it. The results of this study prove that job engagement can play a role in fostering employee performance at the Faculty of Social and Political Sciences, Universitas Brawijaya Malang. This result also supports previous research belonging to (Wokas et al., 2022); (Hadi et al., 2020), (Umihastanti & Frianto, 2022) that there is a positive and significant effect of job engagement on employee performance.

Effect of Job Characteristics on Employee Performance Mediated by Organizational Citizenship behavior

Based on the results of the analysis of the structural model in PLS, it is found that job characteristics affect employee performance mediated by organizational citizenship behavior at the Faculty of Social and Political Sciences, Universitas Brawijaya Malang. The results of this study prove that organizational citizenship behaviour mediates the effect of job characteristics on employee performance at the Faculty of Social and Political Sciences, Universitas Brawijaya Malang.

The Effect of Job Characteristics on Job Engagement-Mediated Employee Performance

The results of hypothesis testing, it is known that job characteristics have no effect on employee performance mediated by employee performance at the Faculty of Social and Political Sciences, Universitas Brawijaya Malang. Obtained from the results of T-Values which are greater than 0.05 (0.099). In addition, the T-Statistics value has a small value of 1,650. This means that job engagement will not affect job characteristics at the Faculty of Social and Political Sciences, Universitas Brawijaya Malang.

The factor that causes job engagement does not have a mediating role or does not mediate the effect of job characteristics on employee performance is the majority of the age range of employees at the Faculty of Social and Political Sciences, Universitas Brawijaya Malang between 31 - 40 years. (Moekijat, 1993) stated that the age factor of workers is very influential in carrying out their work activities, for example, we can find out about the types of pioneer groups and old age groups. The pioneer group is between the ages of 30 - 50 years. This group is usually included in the group that may be less active to do new things. When viewed from the age of employees at the Faculty of Social and Political Sciences, Universitas Brawijaya Malang, most employees are over 30 years old with details of 31 - 40 years by 32 people (41%), 41 - 50 years by 26 people (33.3%) so that most employees are in the pre-elderly category. This shows that without or with job engagement, job characteristics will still affect employee performance at the Faculty of Social and Political Sciences, Universitas Brawijaya Malang.

Second, the majority of respondents at the Faculty of Social and Political Sciences, Universitas Brawijaya Malang are women, 49 people with a percentage (59%) This is in line with research conducted by (Muslimin, 2018) revealed that more female employees are less disciplined than male employees). Thus, the higher number of women indicates that female employees are less disciplined in carrying out their duties.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the study, it can be concluded that job characteristics do not have a significant influence directly on employee performance. However, job characteristics significantly influence Organizational Citizenship Behaviour (OCB) and job engagement. This study found that OCB has a significant influence on employee performance, and acts as a mediating variable between job characteristics and employee performance. In contrast, job engagement also has a significant influence on employee performance but does not serve as a significant mediating variable.

Based on these conclusions, there are several suggestions that can be given to HR practitioners and organisational management: Development of Job Characteristics, Promotion of OCB, Focus on Job Engagement, Evaluation and Monitoring.

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