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HR Practices, Employment Engagement, Job Crafting, Organizational Citizenship Behavior Affect Task Performance (Bekasi City Banking Company)

Tigor Maruhum Hutapea^{1,*}, Rhian Indradewa¹, Tantri Yanuar R Syah¹, Diana Fajarwati¹
¹Faculty of Economic and Business, Esa Unggul University, Bekasi, Indonesia

Employee performance is determined by several factors, including employee development practices, work engagement, organizational citizenship behaviour, task performance, and job creator. Here, the implementation of several, factors has become important points during improving job performance to achieve Company's goals. However, the implementation factors are interrelated with job performance improvement. In this study, we use a quantitative approach with a survey method to obtain leadership effects on organizational learning and organizational innovation in shaping of organizational performance. Here we were distributed questionnaires to 300 employees of banking companies in Bekasi City, then the data were analysed using the PLS Structural Equation Modelling (SEM) method. The result show in the fact that these factors can really affect the performance of employees in companies in the banking sector, where comparisons will be made. how these factors influence in improving employee performance.

Keywords: HR practices, Work engagement, Organizational citizenship behavior, Task performance, and Job creator.

1. INTRODUCTION

The company is a system, where parts interact with one another in carrying out its activities to achieve various goals. In order to support this activity, the production factors such as capital, materials, machinery and markets is needed. In addition, another factor that is no less important is labor. HR managers often experience difficulties related to various interests (such as interests between agents and principals). Human resource management is system and employee talents are considered part of a strategic model that affects company performance [1]. Here, the HR Managers have experience difficulties due to the high demands of talented employees. Thus, the companies are increasingly responsive to employee needs, because they don't want to lose their best people. However, the issue of pirates hijacking employees is still frequently heard. The symptom is companies that want to jump / excel, generally choose to buy the best people from outside the organization, even though they have to pay a high price.

*Email Address: uum.hutapea@gmail.com

Ideally, this is at risk of creating an atmosphere that is not conducive to the career development of employees who have served for decades in the company. Job creator refers to changes initiated by employees for jobs that aim to meet employee goals by increasing the demand for available resources and reducing job demands to improve work performance [2, 3]. In this research, the HR practices felt by employees contribute directly, or through mediation of work crafts and work involvement, to improve work performance. Management can encourage work craft by cultivating abilities and motivation, and by providing opportunities for employees to innovate. Here, it is possible that HR practices affect employee's perceptions of work discretion, namely a number of choices employees have for important aspects of their work, such as method and time, job resources, job demands, and overwork or stress [4]. In this study, the employee contributes on organizational behavior (namely the relationship between performance and HR practices), which is focuses primarily on employee processes.

Thus, in this study we focused on employees' perceptions of applied HR practices. This process reviews employees who are active and have a work craft or work-related innovation that affects their individual performance. Therefore, work craft is positioned as a tool to improve employee behavior. Furthermore, this study also examines the relationship between HR practices, job involvement and performance [5]. Work involvement as a mediator between HR practices and employee performance is built on the latest research [6]. Thus, this study incorporates the concept of job involvement and work behavior in relation to explaining the HR practice process with employee performance. Thus, HR practice contributes to organizational success by allowing interdependence among employees when performing complex organizational tasks. Therefore, this study makes employees of private banks in Bekasi City as research subjects and then investigates how the analysis of HR practices, work attachments and work crafts affect employee performance.

2. METHODOLOGY

A. Work engagement

The strategic human resource management research views job design as a means to achieve organizational strategic goals which is considered a top-down process, where management organizes tasks into work performed by employees according to the direction of superiors [7]. This approach is intended to be able to predict economic stability in which the task management function continues to function, and employees are retained to fulfill defined roles. However, in contemporary economics, the uncertainty in which products and processes are valued, management is linked to employees for job design, flexibility and cooperation [8]. Employee activity and aspects of the work relationship are reflected in the new job design theory, which emphasizes "the new designing from below" [9]. Employees are viewed as job planners; they participate in the handicraft-making process [10]. In the employee development practice literature, scholars should choose different theoretical perspectives related to job design in order to explain the effect of perceived employee development practices on employee outcomes. Here, job characteristics theory explains the mediating effect of perceived job effects between practices [11, 12, 13]. The theory to examine the effect of employee development which focuses on employee empowerment on employee engagement of work-related resources and job demands in order to explain the relationship between high-performance work systems and organizational performance to increase work performance [14]. In this study, we interested employee's perceptions and employee development practices encourage work engagement and in turn facilitate employee work crafts

that contribute to high individual performance [15]. Here the employee development practices refer to whether the various HR practices taken together are perceived by employees as unique (understandable by employees), are consistent and consistently applied as managers. If employee development practices are considered to have these features, a strong climate will be created which will encourage employees to adopt attitudes and behaviors that are in line with organizational goals [16]. One such attitude is job engagement, which is defined as a work-related state of mind characterized by passion, dedication and absorption. Employed employees will participate in proactive craft behavior, to adjust their work to work and also because they have to work in a better work environment because they have to work in an office or at work [17]. Thus, we obtain the hypothesis one as follows:

(H₁): Work engagement has a positive effect on task performance.

B. Work engagement and task performance

Previous research has acknowledged that employee work attitudes have a significant role to play in the performance chain of employee development, while the mediating role of employee behavior has received little attention [18,19,20]. Here, employee design behavior might influence the relationship between employee development practices and employee performance. In addition, employee development practices intrinsically increase employee motivation to exercise with a higher degree of job influence and discretion [21]. Practicing employee development practices in the employee development system encourages the behavior of employee job artisans which increases work resources and reduces job demands to achieve higher performance. Thus, we obtain the hypothesis two as follows:

(H₂): Work engagement has a positive effect on organizational citizenship behavior.

C. Work engagement and organizational citizenship behavior

In particular, if HR practices are clear and understandable, employees should be aware more about training and development resources and opportunities within the organization [22]. Therefore, they are more likely to learn and develop their abilities and skills, which will enable effectiveness and work participation in more complex and challenging tasks. In addition, when there is agreement on employee development practices among policy makers and superiors, it is likely that employees will not experience ambiguity and conflicts of interest [23]. Employees will have a better understanding of management expectations and be better able to align their

work behavior towards organizational goals. Thus, we obtain the hypothesis three as follows:

(H₃): Job crafting has a positive and significant effect on organizational citizenship behavior.

D. Job crafting and organizational citizenship behavior

Successful organizations are organizations whose creativity and innovation are the ends of their movement [24]. In other words, the organizations must be dynamic, their managers and staff must be creative and innovative to adapt the organization to the changes taking place outside the company and to meet the needs of society if they are to survive. It can be argued that in today's global economic system and increasing competition, creativity and innovation are considered the keys to organizational survival and success. Here, the organizational innovation as a new approach in knowledge to perform management work and new processes that result in changes in strategy, structure, administrative procedures, and organizational systems that should be beneficial for organizational teamwork, information sharing, coordination, collaboration, learning and innovation [25]. Thus, the organizational performance can be defined as the effectiveness of the organization's marketing activities, and evaluated based on customer satisfaction, the success of creating value for customers, retaining customers and achieving optimal market share [26]. In general, market-oriented organizational culture has an effect on performance. Performance appraisal is one of the most important management activities, therefore it is the key to continuous improvement is to continuously evaluate organizational performance. A number of studies have shown a positive relationship between organizational innovation and company performance. For example, how product, process, and management innovation partially affect company performance. Likewise, it shows that administrative products, processes, and innovations together or simultaneously affect organizational performance positively. [27]. So that work diligence affects the work performance of employees. Thus, we obtain the hypothesis four as follows:

(H₄): Work engagement has a positive and significant effect on organizational citizenship behavior

E. Work engagement and organizational citizenship behavior

Through job creator, employees tend to develop job resources, which are mobilized to achieve goals and perform tasks efficiently but also allow the pursuit of extra role performance. Conversely, the HR practices are in the context of a weak employee development practice system, political competition will tend to conflict with

engagement at work, constructive job crafting, and realization of organizational performance [28]. Thus, we obtain the hypothesis five as follows:

(H₅): HR practice has a positive and significant effect on job crating

F. HR Practice and job crafting

Employees who have quality must have more personal resources, such as optimism for the work being done, mental strength, self-esteem, the ability to analyze the work environment, by combining work resources and employee personal resources, will shape the employee's personality to do the job. for optimal performance. [29]. Thus, we obtain the hypothesis six as follows:

(H₆): HR practices have a positive and significant effect on work engagement

G. HR practices and work engagement

According to the JD-R theory, a work environment that offers work resources fosters the willingness of employees to dedicate their efforts and abilities to be involved in their work tasks [30]. Here, HR practices affect employee performance collectively through work involvement and job crafting with employees' diligence at work, it will create a commitment to the work being done, so that HR practices will continue to be carried out. Thus, we obtain the hypothesis seven as follows:

(H₇): Work engagement has a positive and significant effect on job crafting

Here, job crafting does not refer to the redesign of the work as a whole, but rather to the change of certain elements on job resources that facilitate engagement [30]. In this way, HR practices can enable employee engagement and thus foster job crafting that are aligned with organizational goals.

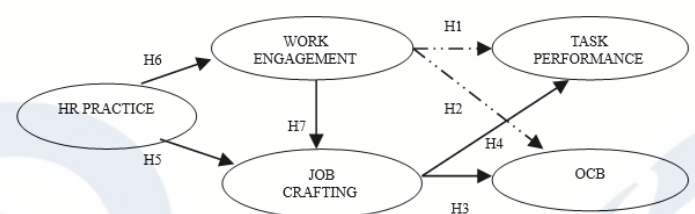


Figure 1. Research Framework

Furthermore, the designs used in this study is a quantitative approach because it requires a systematic approach to the relationship between variables that focuses on hypothesis testing using statistical tools to perform the test. For the purposes of this study, a pre-test questionnaire was conducted to check whether the

questionnaire needed to be modified. During the pre-test a total of 30 questionnaires were received. After checking the reliability and validity of the questionnaire received using SPSS, the results indicated that the questionnaire did not need to be modified. Afterwards, questionnaires using the Likert scale were distributed offline to 300 respondents who were workers in banking companies in Bekasi City. The data collected is tested through Explanatory Factor Analysis (EFA) used to reduce measurement items by identifying possible underlying variables and Confirmatory Factor Analysis (CFA) is used when the measured variable needs to be properly verified or does not represent the construct. The following steps were carried out to test the validity and reliability before structural equation modeling (SEM), the software was used to assist the analysis. Data analysis was carried out using structural equation modeling with the help of SMART PLS 3.2.7 software. SEM-PLS (Partial Least Square) can work efficiently with a small sample size and a relatively complex structural model (many constructs and many indicators). Variance-based SEM (SEM-PLS) is a causal approach that aims to maximize the variation of the latent variable criteria described (explained variance) by the latent predictor variables.

3. RESULTS AND DISCUSSION

To check the validity of the constructs, EFA (Explanatory Factor Analysis) was carried out with the Barlett's Test of Sphericity and Kaiser-Meyer-Olkin (KMO) tests, the KMO value of the data obtained was 0.845 with the loading factor for all components exceeding 0.5 so it could be interpreted that the construct is valid and the proposed model is good enough to be analyzed further. Confirmatory Factor Analysis (CFA) was carried out using SmartPLS software to determine the extent to which the observed data were valid and in accordance with a predetermined theory-based model. CFA has several criteria such as construct reliability, convergent validity, and discriminant validity. Construct validity is assessed by calculating the composite reliability and internal consistency of each item. The reliability of the composite was evaluated using SmartPLS and if it produced a value above 0.6 it was acceptable. Internal consistency is measured using Cronbach's alpha (α) and if the value is above 0.6 which is higher than the recommended threshold of 0.5, it indicates adequate reliability. In this study, convergent validity was assessed using Average Variance Extracted (AVE). Average Variance Extracted (AVE) for HR practices are 0.792, job crafting is 0.742, organizational citizenship behavior is 0.776 and task performance is 0.760, work engagement is 0.772 which exceeds the standard value of 0.5, confirming the achievement of convergent validity. To meet the requirements of the discriminant validity of the

measurement model. Here, we construct validity was assessed by calculating the composite reliability and internal consistency of each item. The reliability of the composite was evaluated using SmartPLS and if it produced a value above 0.6 it was acceptable. Internal consistency is measured using Cronbach's alpha (α) and if the value is above 0.6 which is higher than the recommended threshold of 0.5, it indicates adequate reliability. In this study, convergent validity was assessed using Average Variance Extracted (AVE). The discriminant validity as shown in Table II as the square root of the AVE construct must be greater than the correlation between the construct and the other constructs in the model. This was achieved so that it can also be concluded that the discriminant validity has been achieved (see Table I).

Table 1. Construct Validity and Convergent Results

Variable	HR Practice	Job Crafting	OCB	Task Performance	Work Engagement
HR Practice	0.890				
Job Crafting	0.681	0.862			
OCB	0.481	0.693	0.881		
Task Performance	0.518	0.701	0.487	0.872	
Work Engagement	0.625	0.649	0.582	0.674	0.879

After that, the data that had passed the validity test were tested for reliability, the Cronbach alpha of each variable was more than 0.8 and for each question item (Cronbach alpha if item deleted), it also exceeded 0.8, which means that each question item and variable was declared reliable. All data that has passed the validity and reliability tests are then analyzed descriptively and then hypothesis testing is carried out to answer the research questions. Hypothesis testing has been carried out, with the value of Df, namely the number of observations minus the number of variables (NK) at the significance of 0.05, namely $300 - 5 = 295$, it is found that the t table value is 1.65 which will then be compared with the calculated t value to determine whether the hypothesis that has been made is accepted or rejected. If T statistic > T table then the hypothesis is accepted, whereas if T statistic < T table then the hypothesis is rejected, the significance can also be seen from the P value, the effect is considered significant if the P value < 0.05 (see Table II).

Table II Discriminant Validity Results

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
HR Practice	0.974	0.979	0.977	0.792
Job Crafting	0.983	0.985	0.984	0.742
OCB	0.984	0.986	0.985	0.776
Task Performance	0.973	0.975	0.976	0.760

(H₁): Work engagement has a positive effect on task performance.

Hypothesis 1 proves that work engagement has a significant and positive effect on organizational learning because the t value of 1.940 is greater than the table value of 1.65 and the P value of 0.00 < 0.05, so it can be concluded that it has a significant effect at the significance level of 0.05. A strong work engagement system also ensures that there are adequate incentives related to engagement that results in valued and desired work behavior.

(H₂): Work engagement has a positive and significant effect on organizational citizenship behavior.

Hypothesis 2 proves that work engagement has a significant and positive effect on organizational innovation because the t value of 1.953 is greater than the t value of 1.65 and the P value of 0.00 < 0.05, so it can be concluded that it has a significant effect at the significance level of 0.05. If employees think about a system of HR practices that give mixed messages, they tend to develop strange interpretations and don't have clear expectations about their work. This will limit their job involvement and negatively affect their task performance and organizational behavior.

(H₃): Job crafting has a positive and significant effect on organizational citizenship behavior.

Hypothesis 3 proves that job crafting has a significant and positive effect on task performance because the t-count value of 2.583 is greater than the t-table value of 1.65 and P value 0.00 < 0.05 so that it can be concluded that it has a significant effect at the 0.05 significance level. According to the JD-R theory (Schaufeli and Bakker, 2004; Bakker and Demerouti, 2014), a work environment that offers work resources fosters the willingness of employees to dedicate their efforts and abilities to be involved in their work tasks.

(H₄): Work engagement has a positive and significant effect on organizational citizenship behavior.

Hypothesis 4 proves that organizational innovation has a significant and positive effect on organizational performance because the t value of 2.583 is greater than the t table value of 1.65 and the P value of 0.00 < 0.05 so that it can be concluded that it provides significant influence at the 0.05 significance level. In previous research, job creation may be a big requirement that stimulates a workforce more than is needed. Through job crafting, employees tend to create more job resources, which are mobilized to not only achieve goals and

perform tasks efficiently but also allow for additional extra work.

(H₅): HR practices have a positive and significant effect on job crafting.

Hypothesis 5 proves that organizational innovation has a significant and positive effect on organizational performance because the t value of 2.495 is greater than the t value of 1.65 and the P value of 0.00 < 0.05, so it can be concluded that it has a significant effect at the significance level of 0.05. Work craft does not refer to the redesign of the job as a whole, but rather to the change in certain elements of the JOB, job resources that facilitate engagement in work.

(H₆): HR practices have a positive and significant effect on engagement at work.

Hypothesis 6 proves that organizational innovation has a significant and positive effect on organizational performance because the t value of 5.733 is greater than the t value of 1.65 and the P value of 0.00 < 0.05, so it can be concluded that it has a significant effect at the significance level of 0.05. Here, the work environment that offers work resources fosters the willingness of employees to dedicate their efforts and abilities to be involved in their work tasks.

(H₇): Work engagement has a positive and significant effect on job crafting.

Hypothesis 7 proves that organizational innovation has a significant and positive effect on organizational performance because the t value of 2.555 is greater than the t value of 1.65 and the P value of 0.00 < 0.05, so it can be concluded that it has a significant effect at the significance level of 0.05 value. In previous research HR practices can activate employee engagement and thus encourage job crafting that are aligned with organizational goals. Figure 2 shows the research model during hypothesis assessment using SmartPLS software.

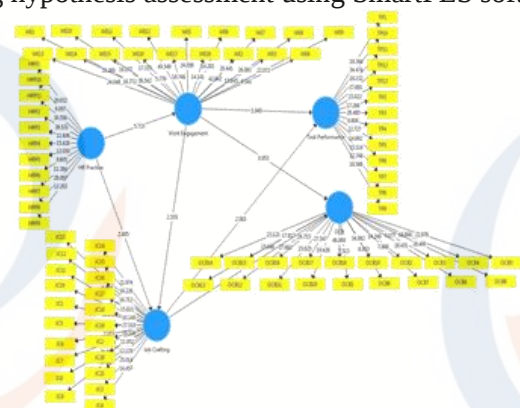


Figure 2. Research model analysis using seven hypotheses over SmartPLS software

4. CONCLUSIONS

This study includes several limitations whose admission points to the possibility of future research. First, this analysis is limited to one level of analysis, namely individual employees. This model needs to be expanded in this regard and with respect to the relationship between individual and organizational performance. Second, the research does not measure and include the influence of contextual variables. Moderating hypotheses based on these variables will be useful in future studies. Third, our study did not consider the role of senior managers (including supervisors) facilitating management work or handicrafts. However, the people of both are important implementers of employee development policies and vary in the application of their particular roles. In the future studies the working performance could be usefully to initiate handicraft training and other ways during play a role in enhancing this important activity.

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