

The Effect of Organizational Commitment, Employee Engagement, and Organizational Citizenship Behavior on Employee Performance at PT. Titan Infra Energy - Head Office

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Abstract: This study aims to examine and analyze the effect of Organizational Commitment, Employee Engagement and Organizational Citizenship Behavior on Employee Performance at PT. TITAN INFRA ENERGY - HEAD OFFICE. This is quantitative research with a population of 160 employees who have worked for 1 year, the sample uses the theory of Isaac and Michael with a total sample of 110 employees. The results of this study indicate that the Affective dimension to Need for Supervision, Dedication to Quality and Conscientiousness to Need for Supervision has the strongest correlation. Organizational Commitment and Employee Engagement do not significantly affect Employee Performance, Organizational Citizenship Behavior has a positive and significant effect on Employee Performance and Organizational Commitment, Employee Engagement, and Organizational Citizenship Behavior simultaneously have a positive and significant effect on Employee Performance. Based on these results it can be suggested to form a sense of commitment and employee involvement, the company can develop an equal reward and punishment system, an effective training program and an employee communication forum where the company and employees can share information.

Key Word: Organizational Commitment, Employee Engagement, Organizational Citizenship Behavior, and Employee Performance.

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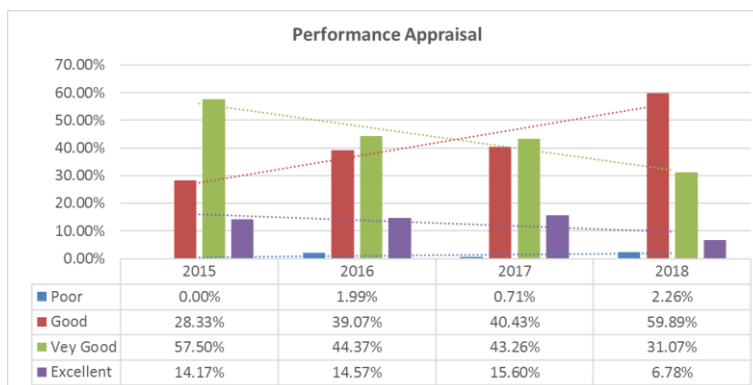
I. INTRODUCTION

The current global economic conditions require every company to be able to determine the best strategy in determining the process of managing company operations. An effective and efficient operational process is aimed at saving operational costs so that it can ultimately increase the level of company profit through the company's performance as well as the performance of its employees. Human Resources Management will be very instrumental in achieving employee performance levels. Things that can affect Employee Performance include the level of Organizational Commitment, Employee Engagement, and Organizational Citizenship Behavior. Titan Infra Energy as one of Indonesia's fast-growing energy infrastructure and logistics companies includes several business entities with extensive experience in energy infrastructure services. Titan Infra Energy's business covers from exploration, construction, production, transportation, and transportation and shipping to domestic and international customers to the consumption of coal produced for power generation. The synergy of complementary products and services stabilizes revenue, facilitates healthy cash flow and is less prone to fluctuations in coal prices. A business portfolio ensures sustainable company growth. Employees of PT. Titan Infra Energy Head Office is a support employee for the company's operations. The performance of the employees of PT. Titan Infra Energy Head Office from year to year can be seen in the results of the Performance Appraisal(PA) through the following Table No.1:

Table No.1: Performance Appraisal of PT. Titan Infra Energy - Head Office from 2015 to 2018

PA Score	2015		2016		2017		2018	
	Total	%	Total	%	Total	%	Total	%
Poor		0.00%	3	1.99%	1	0.71%	4	2.26%
Good	34	28.33%	59	39.07%	5	40.43%	106	59.89%
Very Good	69	57.50%	67	44.37%	61	43.26%	55	31.07%
Excellent	17	14.17%	22	14.57%	22	15.60%	12	6.78%
TOTAL	120	100%	151	100%	141	100%	177	100%

Source: HCGS PT. Titan Infra Energy, data processed (2019)



The performance of employees from 2015 to 2018 at PT. Titan Infra Energy Head Office has a downward trend. Employees who have ‘Poor’ score have increased, that in 2015 none of the employees got ‘Poor’, but in 2018 there was 2.26%. Employees who get ‘Very Good’ have decreased, in 2015 the total amounted 57.50%, in 2018 only 31.8%. For ‘Excellent’, the decrease to 6.78% that in 2018 amounted to 14.17%. Employees with ‘Good’ score tend to increase, but this is not the expected thing from the company because ‘Good’ is a value that should be achieved by every employee for their performance.

The percentage of employees turn over from 2016 to 2018 shows a problem with the organizational commitment owned by the employees. The ratio is quite high, above 10% for year 2016 to 2018. Employees lack the commitment to stay in the company. Table No. 2 shows the level of Turn Over.

Table No.2: Employee Turn Over Ratio from 2016 to 2018

	2016	2017	2018
Total Employee - Beginning Year	224	210	225
Total Employee - End of Year	210	225	242
Total Employee - IN	21	27	44
Total Employee - OUT	35	28	26
Average (Beginning & End of Year)	217	217.5	233.5
% TURN OVER	16.13%	12.87%	11.13%

Source: HCGS PT. Titan Infra Energy, data processed (2019)

High lateness indicates a lack of employee motivation, enthusiasm or dedication to the company. This illustrates that the level of Employee Engagement is still not optimal at PT. Titan Infra Energy Head Office. Table No.3 shows the percentage of lateness that occurred. The data taken is data from October 2018 to December 2018.

Table No.3: Percentage of Lateness from October to December 2018

	October	November	December
Presence Record - IN	3,092	2,712	2,183
Presence Record - LATE	1,483	1,392	1,056
% LATENESS	47.96%	51.33%	48.37%

Source: HCGS PT. Titan Infra Energy, data processed (2019)

The level of Employee Engagement is not good and it’s shown by the dissatisfaction of 10 employees who resigned during 2018 - 2019. This data is taken from the exit interview. The information obtained is that 5 of 10 employees are very dissatisfied with the company's bonus system and 1 of 10 employees is very dissatisfied with the attitude of superiors in building cooperation between colleagues in their division. Besides, 4 of 10 employees are dissatisfied with the opportunity to attend training according to their job needs, 3 of 10 employees are dissatisfied with benefits and donations, the openness of superiors to subordinates, as well as heavy work demands.

Author also conducted interviews with 10 employees who are still working at PT. Titan Infra Energy – Head Office. The information obtained is from 10 permanent employees who still working with a work period

of 5 to 16 years feel comfortable in work reflected in comfort with the work environment in the context of relationships with colleagues, comfort with the work environment in the context of relationships with superiors and given broad authority how to manage the job (high trust).

Collaboration between co-workers and employee discretion that is not influenced by direct formal rewards shows a good Organizational Citizenship Behavior in the company.

Based on the data obtained and mentioned above, author interested to study "The Effect of Organizational Commitment, Employee Engagement and Organizational Citizenship Behavior on Employee Performance at PT. Titan Infra Energy Head Office".

II. LITERATURE REVIEW

2.1 Organizational Commitment

Meyer and Allen (1991) provide the concept of organizational commitment which is mentioned as affective, continuance and normative commitment which is a psychological condition that characterizes employee relations with the organization and has implications for the decision to continue or terminate membership in the organization. Affective Commitment refers to employee emotional attachment, identification and involvement in the organization. Employees with strong Affective Commitment continue to work with the organization because they want to do it. Continuance Commitment refers to awareness of the costs associated with leaving the organization. Employees whose attachment is based on Continuance Commitment will survive because they need to do it. Normative Commitment reflects a feeling of obligation to continue working relationships with the company. Employees with high Normative Commitment feel that they must stay with the organization. Schermerhorn in Bukit et al (2017: 28) states that individuals with high commitment will have strong identification with the organization and gain pride as members. "Individuals with a high organizational commitment would identify strongly with the organization and take pride in considering themselves a member". Robbins and Judge (2017: 116) state that Organizational Commitment is the degree to which an employee identifies himself with a particular organization and the goals of the organization, and wants to maintain membership in the organization. Emotional attachment to the organization and trust in the values within the company are the "gold standard" in Organizational Commitment. Committed employees are less likely to quit their jobs even if they are dissatisfied because they have a sense of loyalty or organizational attachment (Robbins and Judge, 2017: 116). Even if employees feel unhappy with their work, they will sacrifice for the organization as long as they have sufficient commitment to the organization. In Luthans (2011: 146), it is stated that as an attitude, Organizational Commitment is often defined as a strong desire to remain a member of a particular organization, willingness / wants to exert more effort (high level) for the organization and certain beliefs and acceptance on the values and goals of the organization. Luthans (2011: 148) states that due to the multidimensional nature of organizational commitment, there is a development of support for the three-component models proposed by Meyer and Allen (1991) The three dimensions are as follows: (1) Affective commitment involves the emotional attachment of employees, identified and involvement in the organization; (2) Continuance commitment involves commitments based on costs incurred by employees for leaving the company. This can be made possible because of missed opportunities as seniority for existing promotions or benefits. (3) Normative commitment involves feeling employees about the obligation to stay with the organization because they have to (must); it is the right thing to do. Previous research which conducted by Pristiwati and Sunuharyo (2018), Seikh (2017), Singh and Karki (2015), Fatoni et al (2018), found that Organizational Commitment had a significant effect on Employee Performance but their result are different from the result of research conducted by Askolani and Maulid (2018), Pratama and Aima (2018) which found that Organizational Commitment had no significant effect on Employee Performance.

2.2 Employee Engagement

Employee Engagement is a sense of emotional attachment to work and organization, motivated and able to provide the best to help the success of a series of tangible benefits for organizations and individuals (MacLeod and Clarke, 2009: 43 in SetyoRiyanto, Supriyanto&Hapzi Ali, 2017). Employee Engagement is individual involvement, satisfaction, and enthusiasm for the work he does. Employees who have high engagement have a passion for their work and have a deep relationship with their company, while employees who have low engagement or can even be called disengaged, basically only spend/provide their time on their work without energy and attention to the work (Robbins and Judge, 2017: 117). Engagement is defined as a positive attitude, full of meaning and motivation, which is characterized by passion, dedication, and absorption (Schaufeli in SetyoRiyanto, Supriyanto&Hapzi Ali, 2017). The dimensions of employee engagement according to Schaufeli used in this study are (1) the Vigor Aspect; characterized by a high level of energy and mental endurance at work, a willingness to invest effort in one's work, and perseverance even in the face of adversity; (2) Dedication Aspects; characterized by a feeling that is full of meaning, enthusiasm, inspiration, pride, and challenge; (3) Absorption aspects; marked by the attitude of concentration and is very engrossed in one's work,

where time passes quickly and someone has difficulty escaping from the office. Previous research which conducted by Cendani and Tjahjaningsih (2015), Riyanto, et.al (2017), Pratama and Aima (2018), and Prabasari et al (2018) found that Employee Engagement had a significant effect on Employee Performance but it is not in line with the results of research conducted by Joushan et al (2015), she found that Employee Engagement had no significant effect on Employee Performance.

2.3 Organizational Citizenship Behavior

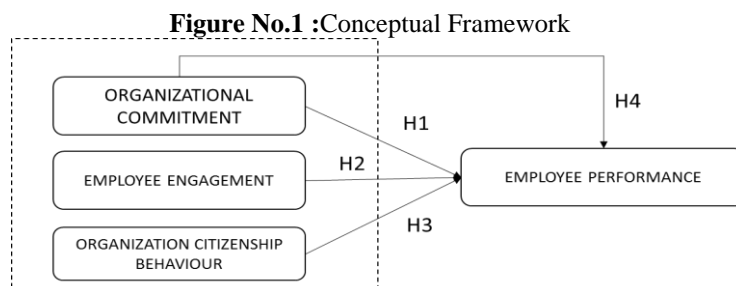
Robbins and Judge (2017: 65-66) mentioned that discretionary behavior (free) that is not part of the employee's formal job requirements and affects/contributes to the psychological and social environment at work is called Organizational Citizenship Behavior or simply called Citizenship Behavior. Successful organizations have employees who will deliver performance beyond expectations. In today's dynamic workplace where tasks are increasing in teams (groups) and flexibility is very important, employees engage in 'good citizenship' behavior, help others in their team, volunteer to go the extra mile, avoid conflict unnecessarily, respects enthusiasm and regulations and can properly tolerate work-related deviations and disturbances. In Luthans (2011: 149), Organ defines Organization Citizenship Behavior (OCB) as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate can make/improve organizational functions effectively. In addition to being an extra role or going beyond the "call of duty," another key dimension is that OCBs are discretionary or voluntary and that they are not always recognized by the organization's formal reward system. OCB can take many forms, but the main ones can be summarized as (1) Altruism; (2) Conscientiousness; (3) Civic Virtue; (4) Sportsmanship; (5) Courtesy. Nisa et al (2018), Lestari and Ghaby (2018), Prabasari et al (2018), and Fatoni et al (2018) found that OCB had a significant effect on Employee Performance.

2.4 Employee Performance

According to Mas'ud in CittaCendani et al (2015) performance is the result of the achievement of efforts that have been made which can be measured by certain indicators. Employee performance is what influences how much they contribute to the organization which includes (1) quantity of output, (2) quality of output, (3) period of output, (4) attendance at work, (5) cooperative attitude. Job performance evaluation according to Utomo Tri Widodo W (2009) in Farida Elmi (2018: 109) is a process to measure employee performance based on established regulations, by comparing targets (work results) with job description requirements, namely job standards during a certain period. These work standards can be made both quantitatively and qualitatively. According to Bernardin & Russell (2013: 241), performance is a record of the results obtained at a particular job function or activity during a certain period. The results obtained must be aligned with the goals of the organization. The six dimensions used to measure employee performance individually (Bernadin and Russell, 2013: 247) are as follows: (1) Quality. The level/extent to which the process or results of carrying out an activity is close to perfection, both in terms of adjusting to some ideal ways to carry out activities or meet the intended purpose of the activity; (2) Quantity. The amount produced is expressed in terms such as the dollar value (money), the number of units, or the number of activity cycles that have been completed; (3) Timeliness. The level/extent to which an activity is completed or the production results, at the fastest time as expected, from 2 points of view; coordinating the outputs of other activities and maximizing the time available for other activities; (4) Cost-Effectiveness. The level/ extent to which the use of organizational resources (for example, human, monetary, technological, material) can be maximized in the sense of getting the highest profit or reducing the loss of each unit in the use of resources; (5) Need for Supervision. The level/extent to which a person can carry out his work function without having to ask for supervision assistance or require the intervention of his superiors to avoid adverse results; (6) Interpersonal impact /contextual or citizenship performance / citizenship behavior in organizations. The level/extent to which someone shows a feeling of self-esteem, goodwill, and cooperation between colleagues and subordinates.

2.5 Conceptual Frameworks

Based on the literature review and previous research, author describe the relationship between independent variables (Organizational Commitment, Employee Engagement, and Organizational Citizenship Behavior) and the dependent variable (Employee Performance) with the following framework:



2.6 Hypotheses

H1: Organizational Commitment affects Employee Performance at PT. Titan Infra Energy - Head Office

H2: Employee Engagement affects Employee Performance at PT. Titan Infra Energy - Head Office

H3: Organizational Citizenship Behavior affects Employee Performance at PT. Titan Infra Energy – Head Office

H4: Organizational Commitment, Employee Engagement, and Organizational Citizenship Behavior simultaneously affect the Employee Performance at PT. Titan Infra Energy - Head Office

III. RESEARCH METHOD

This research is a quantitative study using primary data in the form of surveys through questionnaires, author also uses secondary data in the form of data from the Human Capital & General Services Division of PT. Titan Infra Energy Group. The research method used for this research is multiple regression analysis which is a study of the dependence of the dependent variable with one or more independent variables to estimate and/or predict the population average or the average value of the dependent variable based on the value of the independent variable known (Gujarati: 2003 in Ghozali: 2013). Multiple Regression Analysis using SPSS 25 version. The population of this research was the employees of PT. Titan Infra Energy Group Head Office which is a support employee for the company's operations totaling 160 people. The sample is 110 respondents based on Isaac and Michael's table in Sugiyono (2016: 87) with an error rate of 5%.

The quality test of the research instrument (questionnaire) was carried out with a reliability test, a validity test and a classic assumption test consisting of a normality test, a multicollinearity test, and a heteroskedasticity test. Data analysis in proving hypotheses, multiple linear regression analysis is used, the coefficient of determination test (r^2) to measure how far the model's ability to explain the variation of the dependent variable, partial test (t-test) to find out how far the influence of the independent variable (X) on the dependent variable (Y) partially, the simultaneous test (F test) to show whether all independent variables have effects simultaneously on the dependent variable and the correlation test between dimensions to measure the degree of relationship involving more than one independent variable (X1, X2, X3) and one dependent variable (Y).

The regression model in this study is as follows: $Y = \alpha + \beta_1.X_1 + \beta_2.X_2 + \beta_3.X_3$, where Y is the dependent variable (Employee Performance), α is a constant, β_1 , β_2 , β_3 are the regression coefficients of the independent variables, X1 is the Organizational Commitment variable, X2 is the Employee Engagement variable and X3 is the Organization Citizenship Behavior variable.

IV. RESULT AND DISCUSSION

4.1 Reliability Test

Reliability is an index that shows the extent to which a measuring tool can be trusted or reliable or shows the consistency of a measuring device in measuring the same symptoms. According to Nunnally (1994) in Ghozali (2016: 48), a construct or variable is said to be reliable if it gives a Cronbach alpha value >0.70 . Table No. 4 shows that the variables in this study have a Cronbach alpha value greater than 0.70, so it can be concluded that all the research variables are reliable and are worthy of being used as research instruments.

Table No. 4: Results of Reliability Test

VARIABLE	CRONBACH ALPHA	RESULT
Organizational Commitment	0.848	Reliable
Employee Engagement	0.789	Reliable
Organization Citizenship Behavior	0.869	Reliable
Employee Performance	0.869	Reliable

Source: SPSS 25, data processed by author, 2019

4.2 Validity Test

Validity testing in this study was done by looking at the value of r_{test} (Corrected Item Total Correlation). The value for the decision that can be taken is if $r_{test} > r_{table}$ and is positive then the item is declared valid and if $r_{test} < r_{table}$ and is negative then the item is declared invalid. This study determines the r_{table} value with the formula for degree of freedom (df) = n - 2, where (n) is the number of samples. The df value can be calculated, which is 110 - 2 = 108 with r_{table} is 0.1874 with α of 0.05 (5%). All r_{test} values for each statement in this study have values above 0.1874. It can be seen in Table No. 5 that every statement in this questionnaire is valid.

Table No. 5: Results of Validity Test

Items	Corrected Item-Total Correlation	r_{table}	Remarks	Items	Corrected Item-Total Correlation	r_{table}	Remarks	Items	Corrected Item-Total Correlation	r_{table}	Remarks
Organizational Commitment (X1)				Organizational Citizenship Behavior (X3)				Employee Performance (Y)			
OC1.1	0.682	0.1874	valid	OCB1.1	0.552	0.1874	valid	EP.1.1	0.550	0.1874	valid
OC1.2	0.348	0.1874	valid	OCB1.2	0.459	0.1874	valid	EP.1.2	0.417	0.1874	valid
OC1.3	0.584	0.1874	valid	OCB1.3	0.443	0.1874	valid	EP.1.3	0.463	0.1874	valid
OC2.1	0.493	0.1874	valid	OCB2.1	0.727	0.1874	valid	EP.2.1	0.544	0.1874	valid
OC2.2	0.556	0.1874	valid	OCB2.2	0.629	0.1874	valid	EP.2.2	0.285	0.1874	valid
OC2.3	0.420	0.1874	valid	OCB2.3	0.651	0.1874	valid	EP.2.3	0.630	0.1874	valid
OC3.1	0.692	0.1874	valid	OCB3.1	0.438	0.1874	valid	EP.3.1	0.456	0.1874	valid
OC3.2	0.767	0.1874	valid	OCB3.2	0.453	0.1874	valid	EP.3.2	0.564	0.1874	valid
OC3.3	0.589	0.1874	valid	OCB3.3	0.561	0.1874	valid	EP.3.3	0.630	0.1874	valid
Employee Engagement (X2)				OCB4.1	0.588	0.1874	valid	EP.4.1	0.379	0.1874	valid
EE1.1	0.445	0.1874	valid	OCB4.2	0.562	0.1874	valid	EP.4.2	0.566	0.1874	valid
EE1.2	0.447	0.1874	valid	OCB4.3	0.532	0.1874	valid	EP.4.3	0.551	0.1874	valid
EE1.3	0.551	0.1874	valid	OCB5.1	0.277	0.1874	valid	EP.5.1	0.584	0.1874	valid
EE2.1	0.401	0.1874	valid	OCB5.2	0.541	0.1874	valid	EP.5.2	0.603	0.1874	valid
EE2.2	0.648	0.1874	valid	OCB5.3	0.575	0.1874	valid	EP.5.3	0.447	0.1874	valid
EE2.3	0.545	0.1874	valid					EP.6.1	0.571	0.1874	valid
EE3.1	0.335	0.1874	valid					EP.6.2	0.310	0.1874	valid
EE3.2	0.437	0.1874	valid					EP.6.3	0.429	0.1874	valid
EE3.3	0.621	0.1874	valid								

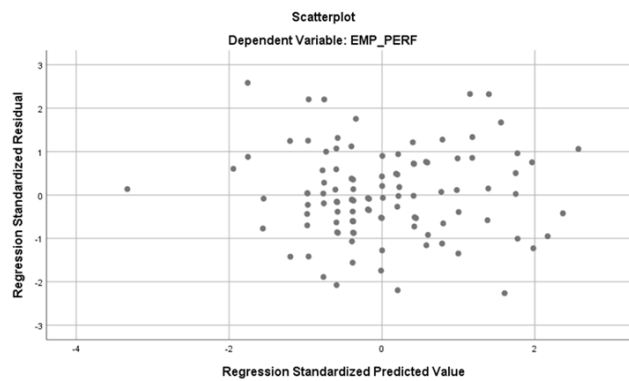
Source: SPSS 25, data processed by author, 2019

4.3 Classical Assumption Test

The normality test aims to find out whether some of the samples determined from the population are normally distributed. This test is a non-parametric statistical test One-Kolmogorov-Smirnov sample (K/S). The hypothesis acceptance criteria, namely; if $asymp. Sig < 0.05$, then the residual data are distributed abnormally and if it is $asymp. Sig > 0.05$, then the residual data are normally distributed. Normality Test Results through One-Kolmogorov-Smirnov (K/S) sample is 0.129, so it can be concluded that the data are normally distributed. Multicollinearity test shown from the value of Tolerance and VIF (variance inflated factor) to see the absence of multicollinearity among independent variables. The absence of multicollinearity is indicated by the tolerance value for each variable which is greater (>) than 0.1 and the VIF value in collinearity statistics is smaller (<) than 10. The result for the Organizational Commitment variable the tolerance value is 0.830 and the VIF is 1.295, for Employee Engagement variable tolerance value is 0.426 and VIF is 2.349 and for Organizational Citizenship Behavior variable tolerance value is 0.431 and VIF is 2.322. These values prove that there is no multicollinearity between independent variables.

The absence of heteroscedasticity (homoscedasticity) shown from the scatterplot diagram. Based on Figure No. 2 scatterplot diagram below, it appears that the data does not form a particular pattern (scattered irregularly). This means that the research model is free from the problem of heteroscedasticity.

Figure No.2 :Scatterplot Diagram of Heteroscedasticity Test



Source: SPSS 25, data processed by author, 2019

4.4 Data Analysis

The multiple linear regression equation obtained from the SPSS 2.5 results is $Y = 1,113 + 0.002 X_1 + 0.010 X_2 + 0.717 X_3$. Based on the results of the regression equation above it can be explained that:

1. A constant value is 1,113. This means that if the Organizational Commitment (X_1), Employee Engagement (X_2) and Organizational Citizenship Behavior (X_3) are NILL then the Employee Performance (Y) will be worth 1,113. A constant is a variable that has a fixed value and cannot be changed. If the Organizational Commitment, Employee Engagement, and Organizational Citizenship Behavior are not included in the research model or have a fixed value (Constant) then the Performance counts for 1,113.
2. Organizational Commitment (X_1) regression coefficient value is 0.002. This means that each increase in the value of the Organizational Commitment by one unit will cause an increase in Employee Performance by 0.002. A positive coefficient means that there is a positive relationship between Organizational Commitment and Employee Performance.
3. Employee Engagement (X_2) regression coefficient value is 0.010. This means that each increase in value of the Employee Engagement by one unit will cause an increase in Employee Performance of 0.010. A positive coefficient means that there is a positive relationship between Employee Engagement and Employee Performance.
4. Organizational Citizenship Behavior (X_3) regression coefficient value is 0.717. This means that each increase in value of the Organizational Citizenship Behavior by one unit will cause an increase in Employee Performance of 0.717. A positive coefficient means that there is a positive relationship between Organizational Citizenship Behavior and Employee Performance.

4.5 Coefficient of Determination Test (R^2)

The R^2 (R square) value of 0.545 in Table No. 6 below shows that 54.5% of the Employee Performance (Y) variable can be explained by changes in Organizational Commitment (X_1), Employee Engagement (X_2) and Organizational Citizenship Behavior (X_3) variables. While the remaining 45.5% is explained by other factors outside of this research model.

Table No. 6: Coefficients of Determination

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738 ^a	0.545	0.532	0.22914

a. Predictors: (Constant), ORG_CTZ_BHV, ORG_COMM, EMPL_ENG
 b. Dependent Variable: EMP_PERF

Source: SPSS 25, data processed by author, 2019

4.6 Partial Test (t-test)

Partial test (t-test) to find out how far the effects of the independent variable (X) on the dependent variable (Y) partially by comparing the value of t_{test} with the t_{table} . The formula for obtaining the value of $t_{table} = (\alpha / 2; n-k-1$ or df residual), where k = independent variable and df = degree of freedom, so, $t_{table} = (0.05 / 2; 110 - 3 - 1)$; $t_{table} = (0.025; 106)$; $t_{table} = 1.983$. The results of the SPSS data processing for this test are:

1. The value of the t_{test} of the Organizational Commitment variable (X_1) is 0.044 (the value of $t_{test} < t_{table}$) and the significance value is 0.965 (> 0.05), so it is concluded that the Organizational Commitment (X_1) partially has no significant effect on Employee Performance (Y).
2. The t_{test} of Employee Engagement variable (X_2) is 0.118 (value of $t_{test} < t_{table}$) and the significance value is 0.907 (> 0.05), so it is concluded that Employee Engagement (X_2) partially has no significant effect on Employee Performance (Y).
3. The t_{test} value of the Organizational Citizenship Behavior variable (X_3) is 7,289 (value of $t_{test} > t_{table}$) and the significance value is 0,000 (< 0.05), so it is concluded that the Organizational Citizenship Behavior (X_3) partially has a significant effect on Employee Performance (Y).

4.7 Simultaneous Test (F-test)

Simultaneous hypothesis testing is also known as the ANOVA test, which is conducted to determine whether all independent variables included in the regression model have a simultaneous effect on the dependent variable. The result is the significance value = 0.000 (< 0.05) and the F_{test} value is 42.261 ($> F_{table}$ value) where the F_{table} value = 2.69. From these data, it can be concluded that Organizational Commitment (X_1), Employee Engagement (X_2) and Organizational Citizenship Behavior (X_3) simultaneously have a significant effect on Employee Performance (Y).

4.8 Correlation Test Between Dimensions

Based on the results of the Dimension Correlation Matrix Test, it is known that:

1. The dimension with the strongest correlation with the 'low' category between the Organizational Commitment (X_1) variable and the Employee Performance (Y) variable is the Affective Commitment dimension on the Need for Supervision dimension, the value is 0.360, while the Continuance dimension on Interpersonal Impact has the lowest correlation, with a value 0.010.
2. The dimension that has the strongest correlation with the 'medium' category between the Employee Engagement (X_2) variable and the Employee Performance (Y) variable is the Dedication dimension on the Quality dimension, the value is 0.579, while the Vigor dimension on Quantity has the lowest correlation, with a value is 0.070.
3. The dimension that has the strongest correlation with the 'strong' category between the Organizational Citizenship Behavior (X_3) variable and the Employee Performance variable (Y) is the Conscientiousness dimension on the Need for Supervision dimension, with a value is 0.673. The relationship with the 'strong' category is also shown in the Conscientiousness dimension on the Quality and Interpersonal Impact dimensions with the correlation values are 0.648 and 0.605. Other dimensions that still correlate with the 'strong' category are the Courtesy dimension on the Need for Supervision (0.641) dimension and the Interpersonal Impact dimension (0.649). While the Altruism dimension on Timelines has the lowest correlation with a value is 0.172.

V. CONCLUSION AND SUGGESTION

5.1 Conclusion

Based on the results of the analysis and hypothesis testing that have been done, the following conclusions can be drawn:

1. The strongest correlation between the Organizational Commitment (X_1) variable and the Employee Performance (Y) variable is the Affective Commitment dimension on the Need for Supervision dimension. It's shows that the employees at PT. Titan Infra Energy Head Office can work according to the target performance even with low supervision. Employees can independently carry out their duties. However, based on the t-test (partial) of variable Organizational Commitment on variable Employee Performance, the t_{test} value and the resulting significance value shows that the Organizational Commitment variable does not significantly affect the Employee Performance of PT. Titan Infra Energy Head Office. This shows that there is still a lack of employee emotional attachment to the company, a lack of desire to stay in the company and employees will not find it difficult to leave the company if there are other offers for better jobs outside the company. These can affect employee performance.
2. The strongest correlation between the Employee Engagement (X_2) variable and the Employee Performance (Y) variable is the Dedication dimension on the Quality dimension with a value of 0.579 (moderate). This shows that employees have enough dedication in carrying out the tasks given. However, Employee Engagement has no significant effect on Employee Performance of PT. Titan Infra Energy Head Office.
3. Organizational Citizenship Behavior has a significant effect on Employee Performance of PT. Titan Infra Energy Head Office. This shows that the attitude of employee discretion is quite high to achieve performance, which is not affected by the formal reward system so that it affects the achievement of

employee performance. The strong social relationships within the company environment between employees are strong enough so that employees can work together and help each other on the job.

4. Organizational Commitment, Employee Engagement, and Organizational Citizenship Behavior simultaneously have a significant effect on Employee Performance of PT. Titan Infra Energy Head Office. Organizational Citizenship Behavior has the highest correlation value on Employee Performance compared to Organizational Commitment and Employee Engagement.

5.2 Suggestion

Based on the research found, to improve the employee performance, to increase employee loyalty, the desire of employees, to be able to continue working with the company, having a desire that working in the company is not only because of need, always being enthusiastic, diligent and focused on working, may be given the following suggestion:

1. Develop and implement a reward and punishment system that applies equally (fairly) to all employees. A good reward system is expected to increase the level of employee loyalty to the company so that it can improve employee performance and reduce the level of employee turnover.
2. To make employees more enthusiastic and have a higher passion, company can provide training programs that are suitable to the needs of employees in accordance with the company's financial condition. The training provided, in addition to adding or improving employee Knowledge, Skills and Attitude, training is also a means of refreshing employees from monotonous routines. Induction for each new employee to convey staffing policies and an overview of the company can also be done routinely. With a training program that suits the needs of employees, company needs and company budget, it is expected to be able to increase the level of engagement of employees to the company.
3. Company could create a kind of employee communication forum, so that the company can provide the information needed for employees and the company can also get input from employees on the matters of staffing management for the development of the company. This forum can be done once a month. This forum can be used to convey strategies that have been decided by the company, so that employees can adjust and follow the company's plans by taking the necessary steps to achieve company goals.

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