

# The Effect of Employee Empowerment, Work Collectivity, and Employee Engagement on Organizational Citizenship Behavior of BKPSDM, in Langsa City

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## ABSTRACT

Human resources are a significant point for an organization. Without human resources, the organizations' benefits can not develop. Each organization, including government organizations with organizational citizenship behavior, greatly encourages employees in the scope of their work. Several aspects determine employees' high and low OCB levels: their loyalty, obedience to the rules, and their participation in government agencies. Implementing a job is not enough if it only has the knowledge and skills; however, the requirement is supported by solid expertise to carry out the job and the agency's active role to empower its employees. Employees need to carry out their duties actively; therefore, the relevant agency needs to empower its employees. This study aims to determine and analyze employee empowerment, work collectivity, and employee engagement affects Organizational Citizenship Behavior in the office of BKPSDM, Langsa City, partially and simultaneously. The data analysis technique used in the study is linear regression analysis techniques with multiple linear tools. The study results concluded that Human Resource Empowerment, work collectivity, and employee engagement simultaneously have a positive and significant effect on organizational citizenship behavior.

**Keywords:** Human Resource Empowerment, Collectivity, Organizational Citizenship Behavior

## 1.0 INTRODUCTION

Human resources are the most dominant assets that will play a role in directing, managing, and implementing all organizational activities. Therefore, it encourages or stimulates each workforce to work following their respective fields and tasks as optimally as possible. Also, human resources as internal suppliers play a significant role in providing a good or service. Hence, the higher the employee performance, the higher the overall performance of the organization.

The organization's entire improvement is based on the competence of each of employees' performance. Organizations that realize change have the characteristics to move faster, awareness of the importance of commitment to product quality improvement, organizational members' involvement, customer orientation, and organization structure is flatter. Organizations require proper strategic planning to achieve success—one of the corporate success measures related to well-created employees' characteristics through better organizational citizenship behavior.

Several studies have pointed that commonly, employee empowerment will increase voluntary employee work, reduce complaints, the problem of the latest information, and maintain confidence in salary equality (Noranee et al., 2018; Zaigham, 2010; Liang and Zhen, 2012; Uhing, 2012; Suparman, 2013). Employees need to foster solidarity in the organization in managing employees always uphold the behavior of citizenship. The goal of organizational cohesion is to perform the work environment comfortable for all employees. Social conditions in groups are often associated with group collectivity or group cohesion (Newcomb, 2017). Solidarity is the degree to which group members or employees are engaged to a unity that can manifest in many ways and various factors and help achieve the same result. It can be supported by a desire to advance the organization and have common sense through employees' work behavior. Group cohesion varies; the extent to which members respond attracted each other and motivated to remain in the group. For instance, employees of a compact workgroup because its members spend a lot of time mutually, or small groups provide more intensive means of interaction, or groups experienced in dealing with external threats affect their members closer to each other (Robbins & Judge, 2013).

Collectivity is closeness or uniformity in terms of attitudes, behaviors, and performance. Collectivity is considered a force that connects all group members to continue in the group and prevents members from leaving the group (Ivancevich, Konopaske, & Matteson, 2018). Collectivity is a force that attracts each other among group members and shows the strength of group members' desire to remain part of a group (Greenberg & Baron, 2016). A cohesive working group where members are attracted to each other accepts the group's goals and helps achieve them.

Conversely, in a non-cohesive group, members dislike each other and may even work towards conflicting goals. In

essence, collectivity shows the feeling of being us, the emotion of being a group soul, and the sense of belonging to a group. Employee collectivity reflects how much the individual has an attitude, which can be discussed in-depth with the work. This working attitude is a manifestation and responsibility of a person towards tasks in his/her job (Kreitner & Kinicki, 2014). The study of Kurniawati (2016) stated that work collectivity affects OCB; the closer the relationship between colleagues will arise, mutual support will help one another. Sakdiah and Astuti (2017) and Hutabarat (2020) explain that a person's intimacy forms OCBN with others, including colleagues. In addition to work collectivity, employee engagement is related to OCB. A person involved in his/her job will have a high work engagement which causes people to work more carefully. Employee engagement occurs when organizational members set themselves in physical, cognitive, and emotional roles during the job performance role.

Three psychological increases the likelihood of employee engagement in their work. The conditions are feelings of meaning, emotions of security, and feelings of availability. There is a strong relationship between work engagements and organizational citizenship behavior (Zhang, Guo, and Newman, 2017). The employees feel that they have a close relationship with others and feel committed to help each other without engaging. Likewise, Roberson and Strickland (2010); Meynhardt, Brieger, and Hermann (2020); Farid, Sadaf Iqbal, Jianhong Ma, González, Khattak and Khan (2019); Plooy and Roodt (2010); Matta, Scott, Koopman, and Conlon (2014) who state that engagement performs employee OCBs better.

Employee engagement is influenced by several factors, such as attitudes towards work, peer support, and the work environment (Istijanto, 2005). Engagement as a dimension of social systems, interpersonal relationships, group, inter-group dynamics, and interaction with

supervisors can conclude that work engagement is a positive attitude that builds and the groups' social situation can influence it. In other words, a type of work or condition of the work environment will affect the person to involve in his/her job or not.

## 2.0 LITERATURE REVIEW

### Organizational Citizenship Behavior

According to Organ (2015), Organizational citizenship behavior (OCB) is individual voluntary behavior that is not directly related to the reward system but contributes to organizational effectiveness. In other words, OCB is a member behavior of an organization that is not due to the demands of their duties but based more on volunteerism.

There are three categories of the behavior of members of an organization, namely, (1) Participate, are bound, and be in an organization; (2) Complete a job and act following the principles set by the organization; and (3) Performing innovative and spontaneous activities beyond the perception of his/her role in the organization (Huang, 2012). The last category refers to organizational citizenship behavior (OCB) or extra-role behavior regarding the three types.

According to Robbins and Coulter (2013), Organizational citizenship behavior is voluntary behavior that is not part of formal job demands but encourages organizational functions' effectiveness. This OCB is the behavior of members of the organization that exceeds what is required by the organization.

The concept of organizational citizenship behavior consists of several dimensions (Organ, 2015); Altruism, Courtesy, Conscientiousness, Sportsmanship, Civic Virtue, Cheerleading, and Peacemaking. It combines altruism, courtesy, cheerleading, and peacemaking into one dimension, namely helping behavior and helping others overcome existing problems and work in the organization (Organ, 2015).

Additionally, the factors that affect organizational citizenship behavior (Organ, 2015) include Job Satisfaction; Fairness; Intrinsic Motivation; Leadership Style; Organizational Culture and Climate; Gender; Working period, Perceived Organizational Support.

According to several kinds of research, organizational citizenship behavior has provided significant benefits to organizations (Organ, 2015). These benefits include: (1) OCB can increase the productivity of co-workers. (2) OCB can increase the productivity of leaders. (3) OCB can save resources owned by management and the organization as a whole. (4) OCB becomes an effective tool to coordinate teamwork activities effectively. (5) OCB enhances the organization's ability to recruit and retain members with good quality performance. (6) OCB can maintain the stability of organizational performance. (7) OCB helps the organization's ability to survive and adapt to environmental changes. (8) OCB makes the organization more effective by creating social capital.

### Work collectivity

Collectivity, or identified as compactness, is the key to an organization. Compact groups or employees are indicated by the presence of intensive togetherness and interaction between employees (Robbins & Judge, 2013). The tighter a group is, the more members are directed to the goal. Furthermore, the level of collectivity will affect the organization's commitment, depending on how similar the group's goals are to the organization. The groups with high collectivity accompanied by a high adjustment to the organization's goals will be oriented toward achieving goals. The groups with high collectivity, its members also have a high commitment to maintaining the group (Trihapsari & Nashori, 2011). Suppose group members show interaction with fellow members cooperatively. In that case, the group has high collectivity. In contrast, in groups with

low collectivity, on the contrary, its members' behavior is aggressive, hostile, and likes to blame fellow members.

Group collectivity is closely related to the group members' or employees' satisfaction; the more compact the employee, the greater the level of employee satisfaction. In a tight group, employees feel safe and protected so that communication becomes easy and more open (Gitosudarmo & Sudita, 2015).

Organizational or group collectivity is how group members like and enjoy each other (Walgito, 2016). The cohesion level will indicate how good the cohesion is in the group concerned (Walgito, 2016). Collectivity is the mutual interest or mutual enjoyment of members in a group (Walgito, 2016). Thus, the conclusion is that cohesion will influence the interrelationships or interactions of the members' group. The workgroup's collectivity is mutual love, exchange on the group and cause positive emotions.

Collectivity is the team members' interest in staying united, togetherness, feeling other members' feelings, and having a positive emotional atmosphere (Yuniasanti, 2010). The members' compact behavior's impact is that the group can instantly achieve the organization's mission. Group collectivity is termed solidarity (Newcomb, 2017). Solidarity is the extent to which group members or employees are engaged in a unity that can manifest itself in many ways and various factors and help towards the same result. Solidarity here has basics such as structural integration, interpersonal interest, and attitudes shared by group members.

Four factors affect collectivity: social force, group unity, attraction, and teamwork (Forsyth, 2016). Factors that affect collectivity are as follows (Steers, 2015). 1) Group Uniformity; The more uniform a group has in the background, and the more its members' characteristics have in common, the higher its cohesiveness. 2) Group Maturity; Groups tend to be more compact in line with time. Continuous

interaction over a while helps members build closeness in terms of shared experiences. 3) Group Size; Small groups make it easier to develop their creativity. This case is possible because there are fewer patterns of interaction between their members. 4) Interaction Frequency; Groups with great opportunities to interact tend to be more compact than groups that rarely have regular meetings. 5) Clarity of Group Objectives; Groups that are reluctant to know what they are trying to accomplish clearly will be more compact because they negotiate missions together. There is no conflict in their tasks. 6) Competition and Threats from outside; When groups sense a threat from outside, they tend to unite more closely. 7) Success; Group success in previous tasks often increases collectivity and the feeling of "we did it together."

There are four dimensions of working group collectivity (Forsyth, 2016): 1) Social cohesion: the totality of individuals' encouragement to remain in their group. Motivation keeps group members connected. The group of those impulses keeps them united. 2) Task Cohesion: feelings of mutual belonging to the group and having moral feelings related to membership in the group. Each individual in the group feels the group is a family, team, and community and has togetherness. 3) Perceived cohesion: individuals will be more interested in seeing in terms of their workgroup than seeing from its members specifically. 4) Emotional cohesion: individuals have a greater desire to work together to achieve group goals. Each of these dimensions strongly determines cohesion in the work environment.

In general, the primary purpose of work collectivity is to survive the organization or company following the organization's motives or company in question both today and tomorrow.

### **Human resource empowerment**

According to Mulyadi (2012), employee empowerment is a human capital management trend in future organizations.

Pradiansyah (2012) states, empowerment is trust. Sedarmayanti (2014) states that human resources' empowerment is the effort to create quality human resources, utilize, develop and master science and technology and management skills. Putu S, Piartrini (2012) empowerment as a form of transfer of power elements to those who are considered most necessary for completing a job, delegating responsibility for decision-making, and providing authority and resources rights at a level most appropriate for each task. Employee empowerment is a form of the implication of development for subordinates. The leader realizes the job desperately needs others' help; the leader must have the courage to delegate his/her authority. Empowered employees are the key to the success of a work that can create effective behavior.

The empowerment process is necessary to monitor the process and evaluate its success to ensure that all sincere efforts have followed the steps. Some of the benefits of the empowerment process for both individuals and organizations, according to Stewart (2010). 1) Includes opportunities to develop new skills and diverse experiences. 2) Empowerment also gives staff a greater sense of participation. 3) Increased organizational effectiveness.

Roller (2008) states that the dimensions in measuring employee empowerment include: 1) Trust refers to the power to achieve abilities in the face of challenges. 2) Authority refers to the influence it has on administrative decisions or organizational strategy. 3) Responsibility refers to the level of concern or responsibility of a person carrying out the task or position entrusted.

Employees reveal that the workload is too high and have to do in a short time. Job stress and lack of participation of group members are exposed to make workers emotional as they receive complaints from customers and reprimands from superiors. The empowerment indicators used, according to Roller (2008), are as follows: The work done is essential; Work activities

have meaning; Caring for what is being done; Determine how the work is done; Have autonomy to make decisions in the work process; Opportunity to choose how to do the job; Have a significant impact on events in the department; Have control over events in the department; The work is the result of company achievement.

### **Employee Engagement**

Employee engagement is an effort by members of the organization to tie themselves to their work roles (Kahn, 2018). In this condition, people will involve and express themselves physically, cognitively, and emotionally as long as they are playing their job roles. Cognitive aspects of employee engagement involve employee trust in the organization, leaders, and working conditions. The emotional element involves employee feelings about the three things above, whether employees positively or negatively affect the organization and its leaders. The physical aspect involves how employees utilize much physical energy in completing tasks.

Markos et al. (2016) stated that employee engagement results from a two-way relationship between employer and employee, and there are things that both parties need to do. It concluded that employee engagement is a positive attitude of employees towards the company resulting from the relationship between employees and the company, shown by enthusiasm, dedication, focus on work, and the willingness to exert their best efforts to improve the performance company.

Employee engagement is a high emotional and intellectual relationship that employees have with their work, organization, manager, or co-workers that influence to increase discretionary effort in their work (Gibbons in Hughes, 2017). Employee engagement is a positive attitude shown by employees towards the organization and company values. An employee engaged has an awareness of the business and works with colleagues to improve performance on the organization's

benefit (Robinson et al. In Robertson and Cooper, 2015).

Employee engagement is one way to make employees have high loyalty. Macey and Schneider's opinion states that employee engagement makes employees have a higher commitment, thereby reducing the desire to leave the company voluntarily (Nabilah & Jafar, 2014). Employee engagement is characterized by a person who is committed to the work organization. Employees with high engagement feel passionate about work, care about the company's future, and strive to achieve company success (Cook, 2018). Schaufeli, Salanova, Gonzalez-Roma, and Bakker (in Schaufeli & Bakker, 2013) explained three aspects of employee engagement: vigor, dedication, and absorption. These three aspects are the most familiar concepts and are often used in several studies to measure employee engagement. Vigor describes the energy level and mental resilience a person has while working. Besides, vigor also shows great effort in completing work, does not quickly feel tired, and is diligent in doing work. Dedication describes the employee's enthusiasm at work, is proud of the work done, and feels inspired and challenged by the job. Absorption represents the employee's total immersion, feels happy making his/her career, and finds it difficult to get away with work (Perrin, 2013).

#### ***The effect of human resource empowerment on organizational citizenship behavior***

Human Resource Empowerment is one of the efforts that must be done to create quality human resources and utilize, develop and master science and technology and management skills. Human resource empowerment is very closely related to OCB, has a close relationship, and empowers human resources in an organization. The OCB produced by employees will be higher and higher quality. The human resource empowerment by leaders to employees through training and

education improves employees' ability, quality, and self-development. Employee empowerment can make employees more innovative, creative, and effective than ever before, ultimately increasing OCB.

The results of a previous study conducted by Noranee (2018) described that there is a positive and significant relationship between employee empowerment with all dimensions of OCB. This study concludes that, in general, employee empowerment will increase voluntary employee work, reduce grievances, anxiety over up-to-date information, and maintain honesty in pay equivalents.

H1: Employee empowerment has a positive and significant effect on the organizational citizenship behavior of the BKPSDM in Langsa City.

#### ***The effect of work collectivity on organizational citizenship behavior***

A workgroup is a part of organizational life; in other words that a workgroup is a small organization of a large organization. Large organizations need working groups to achieve organizational goals. Workgroup cohesiveness within a workgroup can increase OCB, as group members enjoy interacting with each other at work. The cohesiveness of the workgroup can provide high motivation and work ethic to employees, where fellow employees will help each other to increase productivity/performance. Workgroup cohesiveness offers a picture of togetherness in working in an organization viewing from the workforce's point of view,

For organizations, workgroups' collectivity guarantees comfort in working for employees to not be negligent in working (Davis, 2012). The above description can help understand that a well-run working group's collectivity is an essential guideline. The working group's collectivity will significantly determine employees' OCB because there is a sense of togetherness and cooperation in carrying out

tasks to achieve the working group's goals (Pattanayak, 2012).

H2: Work collectivity has a positive and significant effect on the organizational citizenship behavior of BKPSDM in Langsa City.

### ***The effect of work engagement on organizational citizenship behavior***

Work engagement is an essential factor that reflects how employees have tied the institution. If the organization has a sense of belonging to the organization, it will form OCB in an organization. Organizational behavior researchers argue that engagement is a force that binds a person through the relevance of action to one or more targets (Kreitner and Kinicki, 2014). According to Widyanto (2013), employee engagement positively and significantly affects organizational citizenship behavior. Research conducted by Sari Maysarah in 2015 concluded that there was a positive and significant influence between employee engagement on organizational citizenship behavior. This case shows that the higher organizational commitment, the more it will affect organizational citizenship behavior. Kaveh Hasani and Saman S. conducted a study on the effect of employee engagement on organizational citizenship behavior. They concluded that there was a significant influence between corporate commitments to OCB.

H3: Employee engagement has a positive and significant effect on the organizational citizenship behavior of BKPSDM in Langsa City.

H4: Human resource empowerment, work collectivity, and employee engagement simultaneously have a positive and significant effect on the organizational citizenship behavior of the BKPSDM in Langsa City.

## **3.0 RESEARCH METHODS**

This study has been conducted to test the hypotheses proposed using research methods that have been designed following the variables to be studied to obtain accurate results. This type of research is quantitative descriptive. Quantitative descriptive research is a type of research that aims to describe systematically, factually, and accurately the facts and nature of a particular object or population (Sinulingga, 2016). The nature of this study is a study that explains the descriptive effect between variables through hypothesis testing. This case follows the purpose of research to explain the causal relationship between exogenous variables with endogenous variables by testing hypotheses.

The study population was 52 employees at BKPSDM, Langsa City. The study will observe all population members because the number is too small. Hence we use a census sample. The research data is primary data collected from questionnaires distributed to respondents, in-depth interviews with related informants—secondary data from official documents.

Analysis of research data used two statistical approaches, descriptive and inferential. Descriptive statistical data analysis aims to understand the situation that occurs or applies to the object of research. Inferential statistical data analysis with SPSS tools calculates the number of classical assumptions for requirements, multiple linear regression analysis, significance test, and determination test.

## **4.0 RESULTS**

### ***Classical Assumption Tests***

#### ***Data normality***

**Table 1. One Sample Kolmogorov Smirnov Test**

		<b>Unstandardized Residual</b>
N		52
Normal Parameters <sup>b</sup>	Mean	.0E-7
	Std. Deviation	4.40607565
Most Extreme Differences	Absolute	.101
	Positive	.066
	Negative	-.101
Kolmogorov-Smirnov Z		.726
Asymp. Sig. (2-tailed)		.667
a. Test distribution is Normal.		
b. Calculated from data.		

Table 1 shows the significant value of Kolmogorov Smirnov as 0.667. It concluded that the data were normally distributed, with a significance greater than 0.05 ( $p = 0.667 > 0.05$ ). Thus, overall, the data's observed values have been normally distributed and continued with other classical assumption tests.

### Multicollinearity

Table 2. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	HR Empowerment	.655	1.528
	Collectivity	.655	1.528

Table 2 shows the Variance Inflation Factor (VIF) number less than 10. Among others are human resource empowerment and collectivity, respectively,  $1,528 < 10$ . The tolerance value of human resource empowerment and collectivity, respectively, is  $0.655 > 0.1$ . It is free from multicollinearity.

### Multiple Regression Analysis

Table 3. Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-16.940	6.817		-2.485	.016		
	HR Empowerment	.654	.150	.431	4.348	.000	.702	1.424
	Collectivity	.480	.119	.406	4.040	.000	.683	1.463
	Engagement	.528	.145	.310	3.648	.001	.955	1.047

a. Dependent Variable: OCB

Table 3 shows the multiple regression model of this study as follows.  
 $Y = -16.940 + 0,654 X_1 + 0,480 X_2 + 0,528 X_3$

### Simultaneous Significance Test

Table 4. Simultaneous Significance Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1999.354	3	666.451	32.310	.000 <sup>b</sup>
	Residual	990.089	48	20.627		
	Total	2989.442	51			

a. Dependent Variable: OCB

b. Predictors: (Constant), Engagement, HR Empowerment, Collectivity

Table 4 shows, F-count is 32,310 while  $\alpha = 0.05$ . The significant probability is  $0.000 < 0.05$ ; therefore, the hypothesis is accepted. Human resource empowerment, collectivity, and work commitment

### Heteroskedasticity

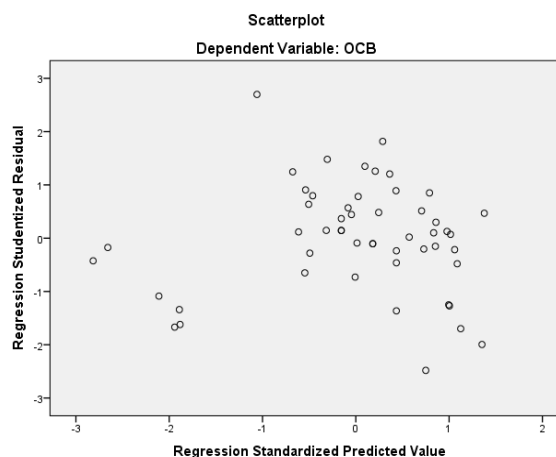


Figure 1 Scatterplot

Figure 1 scatterplot above shows, the points are distributed randomly and do not form a specific pattern or trend line. These results indicate that this regression model is free from heteroskedasticity. In other words, this study's variables are homoskedasticity.

simultaneously have a significant effect on organizational citizenship behavior.

### Partial Significance Test

Table 3 above explains as follows.



***The effect of human resource empowerment on organizational citizenship behavior***

The t-count value of the human resource empowerment variable is 4,348, and significance is 0.000, t-count is 4,348, and significance is 0.000 <0.05, then the hypothesis is accepted.

***The effect of work collectivity on organizational citizenship behavior***

The t-count value of the collectivity variable is 4,040, and the significance is

0.000. Therefore the t-count is 4,040, and the significance is 0.0,000 <0.05, then the hypothesis is accepted.

***The effect of employee engagement on organizational citizenship behavior***

The t-count value of the employee engagement variable is 3,648, and the significance is 0.001. Therefore t-count is 3,648, and the significance is 0.001 <0.05, then the hypothesis is accepted.

***Coefficient of Determination***

**Table 5. Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.818 <sup>a</sup>	.669	.648	4.542
a. Predictors: (Constant), Engagement, HR Empowerment, Collectivity				
b. Dependent Variable: OCB				

Table 5 shows the adjusted R Square number of 0.648, which means that 64.8% of organizational citizenship behavior can be explained by human resource empowerment, collectivity and commitment; the rest is 100% - 64.8% = 35.2% explained by other factors, such as training, work environment, leadership style, and others.

**5.0 DISCUSSION**

***The effect of human resource empowerment on organizational citizenship behavior***

The results show that human resource empowerment has a significant partial effect on organizational citizenship behavior. Employee empowerment refers to something that encourages one to involve in decision-making and work-related activities. Individuals empowerment might become more meaningful and more decisions without referring to someone elder.

OCB is not part of an employee's formal working requirements and contributes to the workplace's psychological and social environment called citizenship behaviors. Successful organizations need employees who will perform more than their usual job duties. They will deliver

performance that exceeds expectations in a dynamic workplace. They are teams, and flexibility increasingly does tasks is essential. Employees engaged in good civic behavior to help others on their team, be willing to work extra, avoid unnecessary conflict, respect spirit, rules, and tolerate some urgent and disruptive work (outside of working hours). This study supports previous research, such as Organ (2016) and Noranee (2018). Furthermore, employee empowerment will increase voluntary employee work, reduce grievances, anxiety over up-to-date information, and maintain honesty in pay equity. OCB is a corporation's employee behavior aiming to improve company performance effectiveness without neglecting employees' individual productivity goals.

***The effect of collectivity on organizational citizenship behavior***

Empirical results indicate that collectivity has a partially significant effect on OCB. For organizations, workgroups' collectivity guarantees comfort in working for employees to not be negligent in working (Davis, 2012). The collectivity of a well-run working group is an essential guideline in the organization. The working

group's collectivity determines employees' OCB because there is a sense of togetherness and cooperation in carrying out tasks to achieve the working group's goals (Pattanayak, 2012).

### ***The effect of employee engagement on organizational citizenship behavior***

The results show that employee engagement has a partially significant effect on OCB—the results of this study support previous research from Khan (2018). The high level of work engagement is related to the high level of OCB. Organizational supports have a positive relationship between work engagement and organizational citizenship behavior. Work engagement shows a person is physically, cognitively, and effectively with their workplace. They will prefer to perform tasks that exceed a predetermined job desk.

## **6.0 CONCLUSIONS & SUGGESTIONS**

### ***Conclusions***

Based on the results of data analysis, the conclusions of this study are as follows: Human resource empowerment has a positive and significant partial effect on organizational citizenship behavior, and Work collectivity has a positive and significant partial impact on organizational citizenship behavior. Employee engagement has a positive and significant partial impact on organizational citizenship behavior. Human resource empowerment, collectivity, and work commitment simultaneously have a significant effect on organizational citizenship behavior.

### ***Suggestions***

Given the findings of this study, it is suggested that further researchers are as follows:

OCB for employees is classified as high. It is necessary to strengthen trust between employees by carrying out activities that can unite organizational members, create group chats, and be active in them, creating gathering activities to enhance relationships between employees and form togetherness.

It is necessary to make adjustments between the workload and employees' ability to make employees work optimally. Synchronization between skills and types of work will increase employee morale, which is believed because employees are confident that they can do something without being burdened by other things. It is recommended that the head of the agency provide space for employees to interact with other employees. This case aims to foster a complementary attitude between one employee and another. It is expected that employees can increase work engagement by increasing self-motivation at work to increase organizational citizenship behavior to work optimally and be enthusiastic. Attention to further research with similar research in terms of variables, places, and others can further develop this research to enrich theory, variables, samples, and research scope. It is hoped that the leadership will always communicate with subordinates to create a dynamic atmosphere.

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