

MODEL OF THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN THE WORKFORCE LAU GUMBA TOURISM INDUSTRY, BERASTAGI DISTRICT

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Abstract: Employee engagement is a concept that describes the level of employee involvement in their work. Organizational citizenship behavior is employee behavior that is not explicitly defined in the employment contract, but contributes positively to organizational effectiveness. This study aims to analyze the relationship model of employee engagement with the tourism industry workforce of Lau Gumba Village, Berastagi District. This study used a survey method with respondents as many as 20 workers of the Lau Gumba Village Tourism Industry. The results showed that employee engagement has a positive and significant influence on organizational citizenship behavior. In addition, this study also found that there are two mediating variables that affect the relationship between employee attachment and organizational citizenship behavior, namely; quality of labor relations and perception of fairness. The quality of good working relationships between Lau Gumba Village tourism industry workers and their leaders can increase the attachment of all workers which in turn can improve organizational citizenship behavior. High perceptions of fairness can also increase workforce engagement which in turn can improve organizational citizenship behavior. Based on the results of this study, it is recommended to the Lau Gumba Village Government to increase the engagement of the tourism industry workforce by improving the quality of labor relations and perceptions of justice. Increasing workforce engagement can be done in various ways, such as providing opportunities for self-development, creating a positive work environment, and providing fair rewards.

Keywords: Employee Engagement, Organizational Citizenship Behavior, Tourism Industry, Lau Gumba Village.

Introduction

In Indonesia, development is used as an economic growth target that must be achieved. Indonesia, which is a developing country, often experiences economic difficulties caused by declining non-oil and gas exports, rising imports and unequal economic development. In the global economy, tourism is one of the most visible and growing sectors. This sector plays an important role in boosting a country's economy. Increased tourism flows can bring positive economic results to the nation, especially in gross domestic product (GDP) and employment opportunities. The tourism and hospitality sector contributes 6.8% in GDP. Tourism can provide jobs and increase the wealth of an area. Many developing countries are interested in developing tourism to become richer and improve the quality of life of their people. Positive and negative impacts of tourism. Environmental quality, both natural and artificial, is very important for tourism. It is a way to raise

awareness of environmental values and can serve as a tool to finance the protection of natural areas and enhance their economic importance. In the event that good tourism is well planned, managed, and developed, it can have a positive environmental impact. Although the economic impact of tourism development is usually held to balance the economic benefits of tourism, however, the negative economic impact is also visible and significant that cannot be ignored, especially, the possibility of an increase in demand for imported goods once tourists start to appear, revenue leakage out. The social and cultural impact of tourism is the way in which tourism contributes to changes in value systems, individual behavior, family relationships, collective lifestyles, moral behavior, creative expression, traditional ceremonies, and community organization.

Demand in tourism can be in the form of free goods and tourist services. Demand in the form of free goods is obtained without buying them, for example beautiful natural scenery, fresh air, sunlight, sea, lakes, rivers and so on. Demand for tourist services is used to acquire free-goods, e.g. information, travel agents, accommodation, transportation and so on. Tourism is a sector that has great potential to be developed as a mainstay sector, because as an industry, tourism has many effects (multiplier effects) in development in various sectors and is believed to be a future industry that is able to improve the quality of life of the community in a better direction. In many countries, tourism is an important sector as a catalyst for economic development, because the tourism industry is believed to increase the country's foreign exchange (foreign exchanges) and at the same time can suck up job opportunities for the local community (Yoeti, 2008).

Both private and government organizations that want to succeed in achieving their goals must certainly be able to manage and utilize resources effectively. The significance of human resources in the company is very high for the achievement of organizational goals, because human resources are the most important factor in business success and development in a company to achieve efficiency and effectiveness (Claresta, 2019). Every company certainly wants to have employees who can work with good performance in order to improve the quality of their company, therefore it is important for companies to be able to place all employees in a comfortable work environment so that employees are able to contribute to the company through the quality of work that individuals have (Rahmawati & Prasetya, 2017).

According to Human Development Index (HDI) data, an annual survey conducted by the United Nations for Development Programs (UNDP) on the Indonesian Human Development Index, the condition of human resource quality received a score of 71.54 in 2020. With the rapid flow of globalization, it causes sharper competition between countries and between organizations. To be able to manage human resources well, every leader or superior who handles human resources must understand the problem and evaluate his human resources well (Widodo, 2015: 132). Companies must also know human needs as employees so that the company understands how each employee wants to work and act in accordance with standard operating procedures in achieving company goals (Vridyaningtyasa, 2020).

Good human resource management in the organization is the key to success in the running of various activities in the organization. One form of human resource management that can be done is through employee engagement. Employee engagement is an employee's emotional commitment to the organization and its goals. This emotional commitment means employees genuinely care about their work and organization. They do not work only for salary, or only for promotion, but work on behalf of organizational goals (Kruse, 2022). Employees who have high engagement have confidence and support organizational goals, have a sense of belonging, feel proud of the organization in which they work and have the desire to develop and survive in the organization (Bakker & Schaufeli, 2017). Employee engagement is defined as the level of commitment and attachment of employees owned to the organization and the values applied in the organization.

Another factor driving workforce improvement is Organizational Citizenship Behavior (OCB). According to (Ramadhan, 2018) OCB is a voluntary behavior of a worker who is willing to perform duties or work outside his responsibility or obligation for the progress and benefit of his organization. Through the OCB system, it expects the workforce to always be ready to accept additional work, obey existing rules, and be able to help fellow employees do their basic tasks. A harmonious relationship between fellow employees and employees with leaders has a positive impact on the progress of the company. Harmonious relationships between human resources can indicate positive competition. Positive competition can trigger an increase in profits in a company or organization. Employees are one of the main factors in increasing company profits because they play a role in achieving goals. If employee performance improves, company or organizational goals will be easily achieved.

Lau Gumba Village located in Berastagi is a sub-district located in Karo Regency, North Sumatra, Indonesia. Berastagi City is known as one of the popular tourist destinations in North Sumatra, especially because of its amazing natural beauty, cool air, and the presence of volcanoes such as Mount Sibayak and Mount Sinabung. It is expected that labor conditions in Lau Gumba tourism industry can improve and improve service quality. Looking at the development of the tourism sector, research is needed that discusses employee engagement and organizational citizenship behavior because if the absorption of labor does not develop, it can have an impact on the tourism industry such as hotels, travel agencies and restaurants that are not fulfilled and will create unemployment which will affect economic growth until it does not achieve the welfare of the village community. Both variables also have an impact on the performance of the tourism industry workforce which is reflected in the quality of their services to tourists / visitors.

Literature Review

Lau Gumba Village, Berastagi District

Lau Gumba Village, located in Berastagi District, Karo Regency, North Sumatra, is part of an area rich in natural beauty and cultural heritage. With a location that may be in the highlands or hills, this village offers amazing natural charm, such as green gardens and plantations and fresh air. Community life in Lau Gumba Village is supported by a productive agricultural and plantation sector, which is the main source of income for many locals. Basic infrastructure such as education and health may be available, although it may be with certain limitations. In addition, the tourism potential in this village may be quite large, with attractions such as beautiful natural scenery, natural attractions, and cultural heritage that can attract local and foreign tourists. The people of Lau Gumba Village may also maintain and celebrate the local traditions and culture of the community with pride, creating strong social bonds and togetherness within the village community.

Tourism Industry

According to (Undang-Undang Nomor 10, 2009) on Tourism, Tourism is everything related to tourism, including the exploitation of tourist objects and attractions and related businesses in that field; According to tourism law Number 10 of 2009, tourism is a state of nature, flora and fauna, as a gift of God Almighty, as well as ancient relics, historical relics, art and culture belonging to the Indonesian nation which are resources and capital for tourism development to improve tourism, prosperity and welfare of the people as stated in Pancasila and the Preamble to the Constitution of the Republic of Indonesia in 1945. Tourism is one of the industries that can improve the economy and people's welfare. One of the government's current focuses is the development of tourist destinations in the regions in each region. The goal is to improve the

regional economy through optimal utilization of all elements related to the tourism industry itself (Kementerian Pariwisata dan Ekonomi Kreatif Republik Indonesia, 2021).

Employee Engagement

Employee engagement describes how employees can deliver more of what they offer, and as a result engaged employees are more productive employees compared to other employees. Highly engaged employees are usually described as passionate, energized, and loyal, as well as strong commitment and pride in the organization. Employee Engagement is about how to achieve the company's strategic goals by creating human resources that develop and every level ranging from staff, managers, and executives is fully activated in their work so that they can give their best efforts (Febriansyah & Ginting, 2020). Employee engagement is a major factor contributing to an organization's productivity, performance, and survival. The concept of Employee Engagement has similarities with other concepts related to various work variables such as employee motivation and performance so it is often misinterpreted. When examined more deeply, employee engagement is different from job satisfaction and organizational commitment. Job satisfaction is an attitude that reflects a person's positive and negative feelings towards work, co-workers, and the work environment. The concept of employee engagement shows a broader attachment and includes higher levels of motivation and performance than satisfaction.

Organizational Citizenship Behavior

According to (Aprianti, 2019) Organizational Citizenship Behavior is as individual behavior that is discretionary, which does not directly and explicitly get expectations from the formal reward system, and which overall encourages the effectiveness of organizational functions. Be free, helpful, compliant with rules, sportsmanlike and positive because such behavior is not required by the role requirements or job descriptions clearly required under the contract with the organization; rather as a personal choice. According to (Putri, 2017), Organizational Citizenship Behavior (OCB) is a term for employees who provide more value to the work they are assigned to and added value to the company. Individual behavior that is free, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the company. OCB is also referred to as extra role behavior because the behavior given by employees exceeds their main duties.

Method

This research is a series of scientific activities in order to solve a problem. Research results are never intended as a direct solution to the problem at hand. The data analysis used is a descriptive analysis method, which describes the data collected in the form of words, images, and not numbers. Data derived from manuscripts, interviews, field notes, documents, and so on, are then described so that they can provide clarity to reality or reality (Sudarto, 1997). Data analysis in qualitative research is carried out before entering the field, during the field and after completion in the field. Data analysis version of Miles and Huberman, that there are three lines of activity, namely data reduction, data presentation, and conclusion drawing or verification (Akbar & Usman, 2011).

Result and Discussion

Employee engagement and organizational citizenship behavior (OCB) are two important concepts in human resource management science that are interrelated and have a significant influence on individual and organizational performance. Employee engagement refers to the level of commitment, enthusiasm, and involvement of employees in their work. Engaged employees demonstrate high levels of energy and focus, and have a sense of belonging and loyalty to the

organization. Organizational citizenship behavior (OCB) refers to voluntary behavior exhibited by employees that goes beyond their formal duties. This behavior is beneficial to the organization, although it is not directly required. Examples of OCB include helping colleagues, volunteering for extra tasks, and promoting the organization positively.

Employee engagement as a driver of organizational citizenship behavior (OCB)

1. Engaged tourism industry workers are more motivated to exhibit organizational citizenship behavior because they feel connected to the organization and want to make a positive contribution.
2. The workforce is more proactive and willing to help colleagues and the organization.
3. The workforce is more likely to show loyalty and commitment to the organization.

Organizational citizenship behavior (OCB) as a driver of employee engagement

1. When workers see coworkers exhibiting organizational citizenship behavior, they feel inspired and motivated to do the same.
2. This creates a positive and supportive work environment, which increases employee engagement.
3. Organizational citizenship behavior can also increase employees' sense of belonging and loyalty to the organization.

Factors affecting the relationship between employee engagement and organizational citizenship behavior (OCB)

1. Individual characteristics
A workforce's personality, values, and motivations can affect the level of employee engagement and organizational citizenship behavior.
2. Organizational policies and practices
Policies and practices that support employee engagement, such as open communication, rewards, and professional development, can improve organizational citizenship behavior.
3. Organizational culture
A positive and supportive organizational culture can increase employee engagement and organizational citizenship behavior.

The importance of research on the relationship between employee engagement and organizational citizenship behavior (OCB)

1. Research on the relationship between employee engagement and organizational citizenship behavior can help organizations develop effective strategies to improve performance across the workforce.
2. This strategy can increase productivity, workforce retention, and customer satisfaction, especially tourism visitors.

This model can help the tourism industry of Lau Gumba, Berastagi District

1. Improve employee performance by increasing employee engagement and organizational citizenship behavior.
2. Creating a positive and supportive work environment.
3. Increase productivity and satisfaction of visitors.

Several strategies that can be applied to increase employee engagement and organizational citizenship behavior in the tourism industry Lau Gumba, Berastagi District

1. Provide training and professional development to the entire tourism industry workforce.
2. Creating a positive and supportive organizational culture.
3. Implement a fair and transparent reward and recognition system.
4. Provide opportunities for the workforce to participate in decision-making.
5. Build open and effective communication between the workforce and tourism management in the village.

Conclusion

Lau Gumba tourism industry must develop strategies to increase employee engagement and organizational citizenship behavior of the workforce. These strategies can take the form of training and professional development, creating a positive and supportive organizational culture, implementing a fair and transparent reward and recognition system, providing opportunities for the workforce to participate in decision-making, and establishing open and effective communication between employees and management.

More research is needed to understand more about the relationship between employee engagement and organizational citizenship behavior in Lau Gumba's tourism industry workforce. This can help organizations to develop more effective strategies to improve the performance of the entire workforce.

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