

The Influence of Organizational Citizenship Behavior, Strategic Planning, and Employee Engagement towards Employee Performances of Cikande's Factory & Jakarta's Head Office at PT.DSG Surya Mas Indonesia

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Abstract. The purpose of this research was to determine the influence of Organizational Citizenship Behavior, Strategic Planning, and Employee Engagement towards employee performance of PT. DSG Surya Mas Indonesia. The type of research is quantitative research using survey methods, samples, and questionnaires as the main tools of data collection. The location of the study was conducted at Cikande's Factory and Jakarta's Head Office of PT. DSG Surya Mas Indonesia, with a sample of 62 employees. The results of this study as follows: (1) Organizational Citizenship Behavior has a significant effect on the performance of employees. (2) Strategic Planning has a significant effect on the performance of employees. (3) Employee Engagement has a significant effect on the Performance of Employees. (4) Organizational Citizenship Behavior, Strategic Planning, and Employee Engagement simultaneously have a significant effect on the Performance of PT.DSG Surya Mas Indonesia's Employees. The large percentage of influence of the three independent variables can be proven by the coefficient of determination (R²) of 0.934, this means that 93.4% of the employee's performance of PT. DSG Surya Mas Indonesia is affected by the variable Organizational Citizenship Behavior, Strategic Planning, and Employee Engagement, while the remaining 6.6% is affected by other variables which not included in this research model.

Keywords: *employee performance, organizational citizenship behavior, strategic planning, and employee engagement*

INTRODUCTION

PT.GD Surya Mas Indonesia, which is a subsidiary of DSG International Ltd, also known as Disposable Soft Goods International, is a public

company engaged in the manufacturing and marketing of disposable baby and adult diapers. The company markets its products to wholesalers, retailers, and wholesale chains mainly in the United States, the People's Republic of China, Thailand, Singapore, Indonesia, and Malaysia with a superior brand namely Fitty Paints & Certainty. Since its founding in 1973 in Hong Kong, DSG International has become the fourth largest manufacturer of baby and adult disposable diapers in the World. On August 10, 2018, ownership of PT.DSG Surya Mas Indonesia, a subsidiary of DSG International Thailand for the Southeast Asia region, was acquired by Unicharm Corporation from Japan. PT.

DSG Indonesia has experienced a significant decline in turnover during the past 2 years, especially in 2018, this is due to marketing strategy errors that are used so that the company cannot compete well in Indonesia and cause organizational restructuring of PT. DSG Surya Mas Indonesia should occur at the end of 2018 through a massive layoff of 450 employees from a total of 662 previous employees to 162 remaining employees in 2019. This restructuring was colored by polemics and organizational disharmony and layoff processes (Termination of Work) for some professional employees in level key person as a result of restructuring after the acquisition process.

On the other hand, this action must be taken to save the company as a whole, the impact of this layoff is employee anxiety arising because the company's concern will be closed by Unicharm's management and some employees feel this condition will sooner or later befall them, so employees are hit by moral decline and the enthusiasm of work that is very visible that employees are less active in work, less help colleagues when needed. Even employees often feel dissatisfied with superiors and organizations, these employees often make complaints about work and orders to him. When reprimanded for their mistakes, often they do not heed the reprimand. It is increasingly complex that the management of

Unicharm has not yet provided an effective vision & mission and strategic planning for the direction and goals of the company going forward which in the end this situation automatically adds new problems that result in a decrease in employee performance appraisal and a low level of absenteeism of PT. DSG Surya Mas Indonesia. Performance is a system used to assess and find out whether an employee has carried out his work as a whole, or is a combination of work results (what one must achieve) and competence (how someone achieves it [1]. Performance is basically what is done or not performed by employees in carrying out their work. [2] Performance is the result produced by certain job functions or activities on certain jobs for a certain period, which shows the quality and quantity of the work [3].

Based on the problems faced by PT. DSG Surya Mas Indonesia, then to build good employee performance, the company must have an effective strategic plan. This strategic planning will reveal the company's goals and activities needed to achieve the objectives. Good Organizational Citizenship Behavior (OCB) from DSG employees, good and effective Strategic Planning from the company, and good employee engagement from DSG employees is one way to make employees highly committed so that they are reflected in behavior, discipline, loyalty to organization and contribution exceed roles in the workplace. Organizational Citizenship Behavior (social behavior of individual employees) is behavior that is consciously and voluntarily carried out outside the formal job description and if it is not done it will not get sanctions. Organizational Citizenship Behavior (OCB) as preferred behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization [4]. Another opinion expressed by Gary explained that Organizational Citizenship Behavior (OCB) is the voluntary behavior of a worker to want to do a task or work outside of his responsibilities or obligations for the progress or profit of his organization [5].

Organizational Citizenship Behavior (social behavior of individual employees) owned by employees is thought to be able to improve employee performance. Organizational Citizenship Behavior (Social behavior of individual employees) is an individual contribution that exceeds the role in the workplace. Organizational Citizenship Behavior (social behavior of individual employees) involves behavior that includes helping others, volunteering for extra tasks, complying with rules and procedures in the workplace. Employees who have good Organizational Citizenship Behavior (employee social behavior) will greatly help the company or institution in achieving its goals. Strategic planning in company organizations is necessary as a basic reference for management in

making programs and controlling the activities carried out by the company, especially about quality management. Programs related to performance improvement, both employee performance and overall company performance can be more targeted and can be measured precisely if an organization/company has a strategic planning document [6]. Employee engagement is a condition or condition where employees are passionate, energetic, and committed to their work [7].

The concept of engagement can refer to individual involvement and job satisfaction at the same level as enthusiasm for work. In this study only directed at OCB (Organizational Citizenship Behavior), Strategic planning, and Employee engagement. The implementation of strategic planning conducted by PT. DSG Surya Mas Indonesia by Unicharm's new management is expected to have an impact on improving employee performance. As well as Employee engagement and OCB (Organizational Citizenship Behavior) which are considered as something that can provide changes to individuals, teams, and companies will affect the performance of employees at PT. DSG Surya Mas Indonesia

METHOD

This type of research is quantitative research, which is a research method based on the philosophy of positivism, used to examine specific populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, quantitative data analysis or statistics to test the hypothesis that has been set [8]. The method used in this research is descriptive survey method. The descriptive method or descriptive research is research that aims to make a systematic, factual, and accurate description of the facts and characteristics of certain populations or regions. Descriptive research is research that aims to make a detailed explanation of situations or events [9].

The population in this study were employees of PT. DSG Surya Mas Indonesia as many as 162. People (Source: HRD PT. DSG Surya Mas Indonesia). The sampling technique in this study is through probability sampling, how each member of the population has the same opportunity or opportunity to be sampled. While the type of probability sampling used is simple random sampling, where sampling is done randomly from the population, which allows each individual the opportunity to become a research sample. the number of samples that will be used in this study are: $n = 162 / (1 + 162.0.12) = 61.83 = 62$ people

RESULT & DISCUSSION

Organizational Citizenship Behavior (OCB) influences the performance of the employees of PT. DSG Surya Mas Indonesia of 0.848. This states that each increase in OCB, will significantly improve employee performance, the effect value is 0.848. The partial hypothesis test results (t-test) obtained t value for the Organizational Citizenship Behavior variable is 26.218 or greater than t table of 2.00172 (t arithmetic > t table) with a significance level of α of 0% ($\alpha < 5\%$), meaning that the variable Organizational Citizenship Behavior has a significant effect on the Performance of PT.DSG Surya Mas Indonesia's Employees. Thus, it can be said if there is an increase in OCB will also be followed by the performance of employees.

Strategic Planning influences the performance of PT. DSG Surya Mas Indonesia's employees by 0.885. This states that every time there is an increase in Strategic Planning, it will significantly improve employee performance, whose effect value is 0.885. The partial hypothesis test results (t-test) obtained t value for the Strategic Planning variable is 25,700 or greater than t table of 2.00172 (t arithmetic > t table) with a significance level of α of 0% ($\alpha < 5\%$), meaning that the Strategic Planning variable has a significant effect on the performance of PT.DSG Surya Mas Indonesia's employees. Thus it can be said if there is an increase in Strategic Planning will also be followed by employee performance. This shows that strategic planning is one of the factors that can affect employee performance.

Employee Engagement influences PT.DSG Surya Mas Indonesia's employee performance of 1,013. The results of partial hypothesis testing (t-test) obtained t value for the Employee Engagement variable is 14,356 or greater than t table of 2.00172 (t arithmetic > t table) with a significance level of α of 0% ($\alpha < 5\%$), with H_0 is thus rejected and H_a accepted, meaning that the Employee Engagement variable has a significant influence on the Performance of PT.DSG Surya Mas Indonesia's Employees. Thus it can be said if there is an increase in Employee Engagement will also be followed by the performance of employees.

Organizational Citizenship Behavior, Strategic Planning, and Employee Engagement simultaneously have a significant influence on the Performance of PT.DSG Surya Mas Indonesia's Employees. This can be seen from the calculation results that obtained an F count of 273,097 with a significance level of 0,000 (0%) or below 0.05 (5%). While the F table obtained is 2.76 then the F count is greater than the F table (F count > F table). The large percentage of the influence of the three independent variables can be proven by the coefficient of determination (Adjusted R²) of 0.930, this means that 93% of the performance of

PT.DSG Surya Mas Indonesia's employees are influenced by Organizational Citizenship Behavior, Strategic Planning, and Employee Engagement variables, while the remaining 7% influenced by other variables not included in this research model. So can also be proven by the strong relationship between Organizational Citizenship Behavior, Strategic Planning, and Employee Engagement variables with organizational performance variables namely the correlation coefficient (R) of 0.966 (approaching the correlation coefficient = 1).

CONCLUSION

Considering the results of the research prove that Organizational Citizenship Behavior (OCB), Strategic Planning, and Employee Engagement have a significant simultaneous effect on the performance of PT.DSG Surya Mas Indonesia's Employees, the company needs to work on improvement steps effectively and efficiently in the future including 1) Companies should continue to pay attention and improve employee welfare, for example by giving rewards to employees who excel, providing training facilities such as teamwork to strengthen teamwork, leadership for leadership, and improve communication between superiors and subordinates, developing competencies so that employees can improve themselves, providing greater promotion opportunities for employees who want to advance in their careers. Because citizenship behavior will appear more in employees who feel treated well by the company. 2) Companies need to immediately establish a vision & mission, objectives, and long-term strategic planning, so that employees can immediately understand the direction of future company policies that encourage communication in the context of an effective employee empowerment process. 3) The company must still pay attention to the needs of the company and employees, especially after the acquisition process is carried out.

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