

THE INFLUENCE OF APPLICATION OF “CLEAN VALUE” AND THE EMPOWERMENT OF EMPLOYEE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEE PERFORMANCE AT PT PERTAMINA MARKETING OPERATION REGION V SURABAYA

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ABSTRACT

This study aims to analyze the effect of applying clean values, employee empowerment towards organizational citizenship behavior with employee performance. This type of research used a quantitative approach. Data collection used interviews, observation and questionnaire dissemination. The population of this research were employees of PT. Pertamina MORV Surabaya with a sample of 135 respondents from 204 employees. The analytical method used the application of *SmartPLS (Partial Least Square)*. Based on the results of the study, it can be concluded clean value management, employee empowerment have a significant effect on organizational citizenship behavior. Clean values, empowerment, organizational citizenship behavior have a significant effect on employee performance.

Keywords: Clean Value Management, Employee Empowerment, Organizational Citizenship Behavior and Employee Performance.

1. INTRODUCTION

PT. Pertamina Marketing Operation Region (MOR) V Surabaya is one of the large state-owned companies engaged in energy including oil, new and renewable energy gas. Pertamina was founded on December 10, 1957 with the initial name of PT. National Oil Company or abbreviated as PERMINA. On June 18, 2003, the country's oil and gas mining company changed its name to PT. Pertamina (Persero) which conducts oil and gas business activities in the upstream sector to the downstream sector. PT Pertamina (Persero) has a vision of "Becoming a World-Class National Energy Company" and the mission of "Running an Integrated Business in Oil, Gas, and New and Renewable Energy, Based on Strong Commercial Principles". The number of Pertamina employees is fairly large, in carrying out their duties they are guided by the 6C's main values, namely *Clean, Confident, Commercial, Competitive, Customer Focus* and *Capable*. To strengthen the corporate values of the President Director of PT Pertamina (Persero) issued a Decree with No. Kpts-22 / COOOOO / 2013-S0 Regarding the Implementation of Pertamina's 6C 01 and Subsidiary (Operational Holding) Values. Pertamina's working area is divided into 8 regions. One of them is PT. Pertamina Marketing Operation Region (MOR) V which is located in Region V with the East Java-Balinus working area Jl. Jagir Wonokromo no. 88 Surabaya.

PT. Pertamina Marketing Operation Region (MOR) V Surabaya has a number of employees, namely in 2017 there were 191 employees, in 2018 there were 200 employees and in 2019 there were 204 employees with permanent employee status. As for the number of contract employees in 2018 at PT. Pertamina Marketing Operation Region (MOR) V Surabaya totaled 232 employees. So it can be concluded that every year the number of employees at PT. Pertamina Marketing Operation Region (MOR) V Surabaya has increased. Increased number of employees at PT. Pertamina every year provides proof that this company is experiencing very rapid development. Adequate human resources also support the realization of the company's vision and mission. From a large number of employees it will affect the company's development.

2. LITERATURE REVIEW

Clean Value (X1)

The value system is Pertamina's commitment in realizing the vision and mission based on clean, competitive, confident, customer focus, commercial and capable. The indicators used in this study are:

1. In managing work that becomes a task and responsibility must be done professionally.
2. In carrying out my duties and responsibilities, I avoid conflict of interest in work
3. I will not accept bribes in connection with the implementation of my duties and responsibilities.
4. In my work I uphold the trust and integrity of the company.
5. In my work, I was guided by the principles of good corporate governance.

Employee Empowerment (X2)

Employee Empowerment is a process where individuals have the power to participate directly to control and influence an event that has a direct effect on their lives, Spreitzer (1995). The indicators used in this research are:

1. My work and duties are in accordance with my expectations.
2. The assignments given to me are in accordance with my competence.
3. In carrying out my duties and responsibilities I have freedom or autonomy and control about how to do my own work.
4. I hope the results of my work can contribute positively or well to the progress of the company's performance.

Organizational Citizenship Behavior (Y1)

Organizational Citizenship Behavior is discretionary individual behavior, which does not directly and explicitly get an award from a formal reward system, and which as a whole (aggregates) increases the efficiency and effectiveness of organizational functions. Organ et al. (2006: 8). The indicators used in this study are:

1. I give help to colleagues who need help.
2. In working in this company voluntarily implementing even though it is not my obligation.
3. I do not complain in carrying out the work that is the duty and responsibility.
4. As an employee, I always respect and pay attention to colleagues and maintain the company's image.
5. I always improve the quality of work that becomes a responsibility and behave professionally.

Employee Performance (Y2)

Performance is an optimal achievement in accordance with the potential of an employee is something that is always a concern of the leaders of the organization. Robbins (2006). The indicators used in this study are:

1. The quality of leadership perceptions on the quality of work produced by employees.
2. Quantity of leadership perception on the number of jobs produced by employees.
3. Timeliness of leadership Perception on the timeliness of employee work completion.
4. Effectiveness of leadership perception on effectiveness produced by employees.
5. Independence The leadership perception on employee independence in carrying out work.

3. CONCEPTUAL FRAMEWORK

H1 : Clean value have an effect on Organizational Citizenship Behavior (OCB).

H2 : Empowerment of influential employees on Organizational Citizenship Behavior (OCB).

H3 : Clean value affect employee performance.

H4 : Employee Empowerment influences Employee Performance.

H5 : Organizational Citizenship Behavior (OCB) affects employee performance.

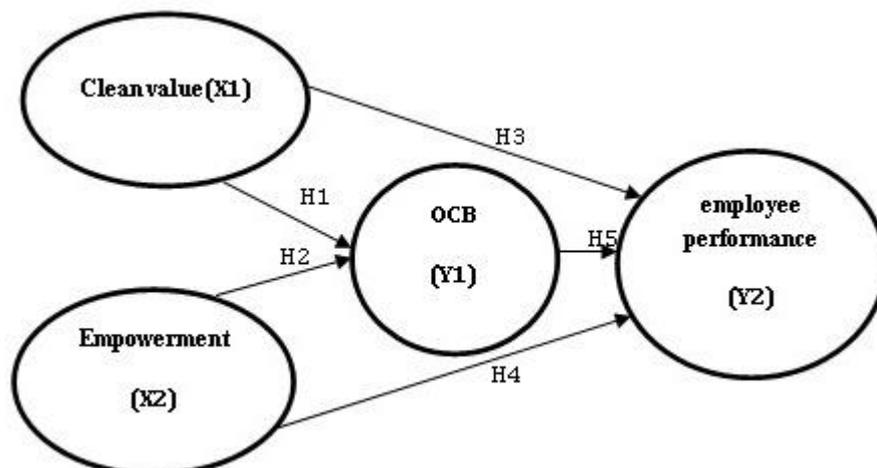


Figure 1: Framework of Research Concepts

4. METHODOLOGY

This research uses a quantitative approach is a method based on positive philosophy, used to assess a particular population or sample. (Sugiyono 2008: 08). The variable of this study consisted of independent variables namely Clean Values and Employee Empowerment. Intervening variable *Organizational Citizenship Behavior* and dependent variable Employee Performance. The population in this study were employees of PT. Pertamina MOR V Surabaya as many as 135 respondents. The data analysis technique uses *Partial Least Square (PLS)* with software *SmartPLS*.

5. RESULT AND DISCUSSION

Direct Effects

Table 1. Specific Indirect Effects

<i>Path Coefficeint</i>	<i>T Statistics</i>	<i>P-Values</i>
X1 Clean Value System -> Y1 OCB	1,764	0.039
X1 Clean Value -> Y2 Employee Performance	3.266	0.001
X2 Employee Empowerment -> Y1 OCB	9.108	0,000
X2 Employee Empowerment -> Y2 Employee Performance	2.795	0.003
Y1 OCB -> Y2 Employee Performance	11,179	0,000

Source: Processing data by SmartPLS 3.0

H1. Effect of Clean value on Organizational Citizenship Behavior

Based on the analysis results, it can be seen that values have *cleana* positive and significant effect on *organizational citizenship behavior* with the results of *p-value* 0.039 smaller than 0.050 and the t-statistic values greater than t-tables which are 1.764 and 1,656.

From the results of processing data above the place of value management is an important matter to be considered by every employee of Petamina, because the company's value system is a set of positive understandings that are the soul and character of the company that are held by the entire company and carried out as a joint guideline to run the company. the company is in the form of company vision and mission, company value, corporate work culture, work attitude and work ethic.

H2. Effect of Clean value on Employee Performance.

Based on analysis results, it can be seen that the clean value system has positive and significant influence on employee performance with the results of *p-value* 0.001 smaller than 0.050 and the t-statistic value is greater than t-table, namely 3.266 and 1,656.

From the results of data collection above the value system becomes an organization to work with positive energy reflexively and systematically. These values can open space for innovation, productivity and credibility, and the sustainability of the company. Thus it will form quality performance.

In this professional manner an employee avoids bribery and upholds the integrity of integrity and the principles of good corporate governance so as to improve employee performance.

H3. The Effect of Employee Empowerment on Organizational Citizenship Behavior.

Based on the analysis results, it can be seen that employee empowerment has a positive and significant influence on *organizational citizenship behavior* with the results of *p-value* 0,000 smaller than 0.050 and the t-statistic value is greater than the t-table of 9.108 and 1,656.

This research is in accordance with the research (Susi Milwati, 2013) which states that Employee Empowerment has a positive and significant effect. These results indicate that with the better empowerment of Pertamina employees carried out by the leadership, it will strengthen the *OCB* of Pertamina employees. Empowerment is basically a motivational process from individual experience to feel more empowered, although many people focus on discussions about empowerment on situational attributes or management practices that show what an organization can or should do to reward work and "release hidden potential" (Corsun and Enz, 1999). This can be explained that employee empowerment is more emphasized on how the behavior of Pertamina employees in acting and at the same time is responsible for their actions in accordance with their assigned duties.

H4. Effect of employee empowerment on employee performance.

Based on analysis results, it can be seen that employee empowerment has positive and significant influence on employee performance with the results of *p-value* 0.003 smaller than 0.050 and t-statistic value greater than t-table, namely 2.795 and 1,656.

In this case Pertamina employees who have high empowerment will also produce high performance in the company. In addition, the leadership's ability to manage empowerment of employees maximally will strengthen *OCB* employees. In this condition, employee performance will increase if an employee has a strong belief in determining how to do each work activity and has the confidence to be able to make his own decisions about how to do each work activity.

H5. The influence of organizational citizenship behavior on employee performance.

Based on the analysis results, it can be seen that *organizational citizenship behavior* has positive and significant influence on employee performance with the results of *p-value* 0,000 smaller than 0.050 and t-statistic values greater than t-table, 11,179 and 1,656.

This is indicated by the attitude of employee compliance with the rules of the company even though it is not supervised and imposed on *sansi*, employee participation in company activities as well as initiative and volunteering in improving the way work is done effectively. Robbins and Judge (2008), show that organizations that have employees who have good *OCB*, will have better performance than other organizations. This research is reinforced by the research of Tri Bodroastuti and Argi Rliaji (2016) that *OCB* has a positive and significant effect on Employee Performance.

6. CONCLUSION

Based on the results of the study it can be concluded that the value of clean, employee empowerment has a direct and significant effect on organizational citizenship behavior. The value of clean, empowerment, organizational citizenship behavior has a significant direct effect on employee performance.

7. SUGGESTIONS

For future researchers, it is expected to re-examine the role of corporate value governance because this research is still limited.

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