

## ABSTRAK

Perusahaan perbankan di Indonesia saat ini tengah menjadi perusahaan besar yang terus mengalami pertumbuhan serta persaingan yang ketat. Persaingan ketat ini terutama terjadi pada sektor perbankan dalam hal penyaluran kredit UMKM atau *Small Medium Enterprise* (SME) kepada masyarakat. Agar dapat bersaing, perusahaan perbankan terutama yang bergerak dalam unit penyaluran kredit UMKM harus melakukan berbagai cara. Salah satu caranya adalah melalui sumber daya manusia yang mau melakukan perilaku *extra-role*.

Penelitian ini bertujuan untuk menguji pengaruh *employee engagement* dan budaya organisasi (*clan*) terhadap *Organizational Citizenship Behavior* (OCB) dengan *affective organizational commitment* sebagai variabel mediasi. Sampel penelitian ini adalah karyawan Bank Mandiri Unit SME (*Small Medium Enterprise*) Area Kediri Jawa Timur yang berjumlah 53 orang. Karyawan yang menjadi responden terdiri dari karyawan *officer* dan karyawan pelaksana. Data pada penelitian ini diperoleh melalui *survey* yang dilakukan dengan menggunakan kuesioner, yang selanjutnya dianalisis menggunakan teknik analisis Partial Least Square (PLS).

Hasil penelitian ini menunjukkan bahwa secara langsung, *employee engagement* dan *clan culture* berpengaruh terhadap *affective commitment* dan OCB karyawan, selain itu *employee engagement* dan *clan culture* juga dapat berpengaruh terhadap OCB dengan dimediasi oleh variabel *Affective commitment*. Hal ini menunjukkan bahwa semakin tinggi *employee engagement* karyawan dan semakin baik penerapan *clan culture* di Bank Mandiri maka semakin tinggi *affective commitment* karyawan yang selanjutnya akan meningkatkan OCB karyawan.

**Kata Kunci:** *employee engagement*, budaya organisasi, *clan culture*, *affective organizational commitment*, dan *Organizational Citizenship Behavior* (OCB).

## ABSTRACT

Banking companies in Indonesia are currently becoming a large company that continues to experience growth and intense competition. This intense competition mainly occurs in the banking sector in terms of distributing UMKM or Small Medium Enterprise (SME) loans to the public. In order to be competitive, banking companies, especially those operating in SME credit distribution unit, must take various methods. One way is through human resources who are willing to carry out extra-role behaviour.

This study aims to examine the effect of employee engagement and organizational culture (clan) on Organizational Citizenship Behavior (OCB) with affective organizational commitment as a mediating variable. The sample of this research is the employees of Bank Mandiri Unit SME Area Kediri Jawa Timur totaling 53 people. Employees who become respondents consist of *karyawan* officer and *karyawan pelaksana*. The data in this study were obtained through a survey conducted using a questionnaire, which was then analyzed using the Partial Least Square (PLS) analysis technique.

The results of this study indicate that directly, employee engagement and clan culture affect the affective commitment and OCB of employees, besides that employee engagement and clan culture can also influence OCB by being mediated by the Affective commitment variable. This shows that the higher employee engagement and the better the application of clan culture at Bank Mandiri, the higher the employee affective commitment which will further increase employee OCB.

**Keywords:** employee engagement, organizational culture, clan culture, affective organizational commitment, and Organizational Citizenship Behavior (OCB).