

## **ABSTRACT**

*The success and competitive advantage of organizations, human capital or employees are a key factor of organizational change, innovation and sustainability. This study aims to examine the effect of affective commitment (X1) and employee engagement (X2) on organizational citizenship behavior (Y1) and its impact on employee performance (Y2). Population in this research are all employees (part of marketing) work in Bank BRI Branch Ungaran. Sampling method in this research by using saturated sampling amounted to 125 people, which is distributed in 15 units. The data obtained, then analyzed using Structural Equation Model (SEM) with Partial Least Square (PLS) software.*

*The results of the validity test (1) that all the indicators on affective commitment, employee engagement, OCB, and employee performance variables have a factor loading above 0.5 and (2) the value of  $\sqrt{AVE}$  above 0.5 for all constructs contained in the research model, in this research is valid. The reliability test results show that the composite reliability value for all constructs is above 0.7 indicating that all constructs in the estimated model meet the criteria of reliability.*

*The empirical findings in this study indicate that affective commitment, OCB, and employee engagement have a positive and significant effect on employee performance. While affective commitment and employee engagement are insignificant on OCB. Than  $R^2$  is 0.99 for OCB, the remaining 0.01 are another variables and employee performance has  $R^2$  equal to 0,87, the rest is 0,13 other variables not included in this research.*

*Keywords: affective commitment, employee engagement, organizational citizenship behavior, employee performance*