

EMPLOYEE ENGAGEMENT AS A PREDICTOR OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN A CV IN EAST JAVA

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Abstract

This study is motivated by the low level of Organizational Citizenship Behavior (OCB), despite a relatively high level of employee engagement, as indicated by employees' responsibility for their work and efforts to seek innovative ideas. The study also aims to examine whether employee engagement can serve as a predictor of Organizational Citizenship Behavior (OCB) among employees in a service company. A quantitative approach was used, employing a survey research design involving 32 randomly selected employees. Data collection was conducted using a modified work engagement scale and an OCB scale. The statistical analysis results indicate that employee engagement does not have a significant simultaneous effect on OCB ($p=0.059$; $R^2=23\%$). Partial tests also show that the dimensions of cognitive engagement, emotional engagement, and behavioral engagement are not significantly related to OCB. In conclusion, employee engagement is not a significant predictor of OCB. The study's findings suggest that employee engagement does not have a simultaneous effect on OCB.

Keywords: Employee Engagement, Organizational Citizenship Behavior (OCB), Work Motivation, Employee Productivity

Abstrak

Penelitian ini didorong oleh tingkat Organizational Citizenship Behavior (OCB) yang rendah, meskipun tingkat keterlibatan karyawan relatif tinggi, sebagaimana ditunjukkan oleh rasa tanggung jawab karyawan terhadap pekerjaan mereka dan upaya mereka untuk mencari ide-ide inovatif. Penelitian ini juga bertujuan untuk menguji apakah keterlibatan karyawan dapat berfungsi sebagai prediktor Organizational Citizenship Behavior (OCB) di kalangan karyawan di perusahaan jasa. Pendekatan kuantitatif digunakan, dengan desain penelitian survei yang melibatkan 32 karyawan yang dipilih secara acak. Pengumpulan data dilakukan menggunakan skala keterlibatan kerja yang dimodifikasi dan skala OCB. Hasil analisis statistik menunjukkan bahwa keterlibatan karyawan tidak memiliki efek simultan yang signifikan terhadap OCB ($p=0.059$; $R^2=23\%$). Uji parsial juga menunjukkan bahwa dimensi keterlibatan kognitif, emosional, dan perilaku tidak secara signifikan terkait dengan OCB. Kesimpulannya, keterlibatan karyawan bukanlah prediktor signifikan bagi OCB. Temuan studi ini menyarankan bahwa keterlibatan karyawan tidak memiliki efek simultan terhadap OCB. Kata kunci: Keterlibatan Karyawan, Perilaku Kewarganegaraan Organisasi (OCB), Motivasi Kerja, Produktivitas Karyawan



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INTRODUCTION

An organization is an entity consisting of individuals, processes, and structures that aim to achieve certain goals.¹ The success of an organization is highly dependent on human resources who are the main drivers in realizing these goals. In this context, employee behavior is an important aspect that influences the productivity and sustainability of the organization.² One form of employee behavior that supports organizational effectiveness is Organizational Citizenship Behavior (OCB).³ This behavior includes employee contributions that go beyond formal duties, such as helping coworkers, maintaining harmony in the work environment, and demonstrating commitment to the success of the organization.⁴

This study focuses on the relationship between employee engagement and Organizational Citizenship Behavior (OCB), a company that provides team building training services. The phenomenon of low OCB in employees, such as punctuality, lack of compliance with company policies, and focusing only on formal tasks, is a major concern even though employees show high levels of employee engagement. Based on Organ's theory in,⁵ OCB includes extra-role behaviors that support organizational productivity, which should be influenced by internal factors such as employee engagement. However, previous studies have shown mixed results. Several studies, such as Shuck et al. in Pacquing⁶ and Sajad Ullah et al. in Milisani,⁷ show a positive relationship between employee engagement and OCB, while other studies, such as Saradha and Patrick,⁸ show an insignificant relationship, especially in the context of certain work cultures.

¹ Andi Aina Ilmih, "Peran Organizational Citizenship Behavior (OCB) dan Budaya Organisasi Dalam Meningkatkan Kinerja Karyawan di UKM Snak Makroni Cap Bintang Desa Mutih Wetan, Kabupaten Demak," *BISNIS: Jurnal Bisnis dan Manajemen Islam* 6, no. 2 (January 10, 2019): 17, <https://doi.org/10.21043/bisnis.v6i2.4566>.

² Lokman Mohd Tahir and Aede Hatib Mustama'al, "I Employed My Own Strategy': Exploring Primary Headteachers' Organisational And Professional Socialisation," *Malaysian Journal of Learning and Instruction* 15, no. 1 (2018).

³ Lokman Mohd Tahir et al., "Leadership Development Programmes Perceived as Important by Malaysian Primary Deputy Principals: Do Demographic Factors Matter?," *Asian Journal of University Education* 19, no. 2 (April 30, 2023), <https://doi.org/10.24191/ajue.v19i2.22298>.

⁴ John Roni Coyanda and Suzan Agustri, "Decision Support System for Strategic Planning in Educational Organization: A Survey," *Journal of Computer Networks, Architecture and High Performance Computing* 6, no. 1 (December 31, 2023): 91–97, <https://doi.org/10.47709/cnahpc.v6i1.2976>.

⁵ Hazmanan Khair et al., "Leader-Member Exchange, Perceived Organisational Support And Job Satisfaction: Mediating Role Of Employee Engagement," *Jurnal Manajemen* 28, no. 1 (February 1, 2024): 64–87, <https://doi.org/10.24912/jm.v28i1.1638>.

⁶ Ma. Criselda T. Pacquing, "Employee Engagement Is the Key: Its Mediating Role between Person–Environment Fit and Organizational Commitment among Filipino Employees," *Makara Human Behavior Studies in Asia* 27, no. 1 (July 31, 2023): 1–7, <https://doi.org/10.7454/hubs.asia.1290722>.

⁷ Meirna Milisani, Nurwulan Kusuma Devi, and Haspul Naser, "Employee Engagement Mediation: Employee Performance Through Employee Loyalty and Organizational Commitment," *International Journal of Science and Society* 6, no. 1 (January 5, 2024), <https://doi.org/10.54783/ijssoc.v6i1.1004>.

⁸ Syed Ali Raza and Sara Qamar Yousufi, "Transformational Leadership and Employee's Career Satisfaction: Role of Psychological Empowerment, Organisational Commitment, and Emotional Exhaustion," *Asian Academy of Management Journal* 28, no. 2 (December 6, 2023): 207–38, <https://doi.org/10.21315/aamj2023.28.2.8>.

Employee engagement according to Kahn in Amrina⁹ is the active involvement of employees cognitively, emotionally, and behaviorally in their work. Shuck et al.¹⁰ also stated that employee engagement can encourage extra-role behavior that supports organizational goals. However, research related to the relationship between employee engagement and OCB shows mixed results. Sajad Ullah et al. in Milisani¹¹ found a positive relationship between employee engagement and OCB, while Saradha and Patrick in Horodnic and William¹² revealed that in certain work cultures the relationship was not significant. This suggests that there are other variables that may influence the relationship between the two concepts.

Low OCB behavior despite high employee engagement can be influenced by various other factors, such as organizational culture, leadership style, or reward systems.¹³ In this team building training service provider company, employees who should have high solidarity actually show a work pattern that is focused only on formal responsibilities without maximizing the potential for extra-role behavior. This condition is contrary to the results of previous studies which state that high engagement generally results in more significant extra contributions.¹⁴ Although many studies show a positive relationship between employee engagement and OCB, the phenomenon in this company shows an anomaly. Although the level of employee engagement is relatively high, the OCB shown by employees is still low. Some employees focus more on formal tasks, are less disciplined, and do not comply with company policies. This is contrary to research which states that high employee engagement usually results in high OCB.¹⁵ This

⁹ Elita Amrina, Nia Arfina Foci, and Alizar Hasan, "The Effect of Employee Engagement on Employee Performance by Moderation of Generational Characteristics of Employees in Private Agencies," *Jurnal Rekayasa Sistem Industri* 13, no. 2 (October 22, 2024): 75–90, <https://doi.org/10.26593/jrsi.v13i2.7202.75-90>.

¹⁰ Pacquing, "Employee Engagement Is the Key."

¹¹ Meirna Milisani, Nurwulan Kusuma Devi, and Haspul Naser, "Employee Engagement Mediation: Employee Performance Through Employee Loyalty and Organizational Commitment."

¹² Ioana Alexandra Horodnic and Colin C. Williams, "Evaluating the Working Conditions of the Dependent Self-Employed," *International Journal of Entrepreneurial Behavior & Research* 26, no. 2 (November 27, 2019): 326–48, <https://doi.org/10.1108/IJEBR-07-2018-0445>.

¹³ Khair et al., "Leader-Member Exchange, Perceived Organisational Support And Job Satisfaction: Mediating Role Of Employee Engagement."

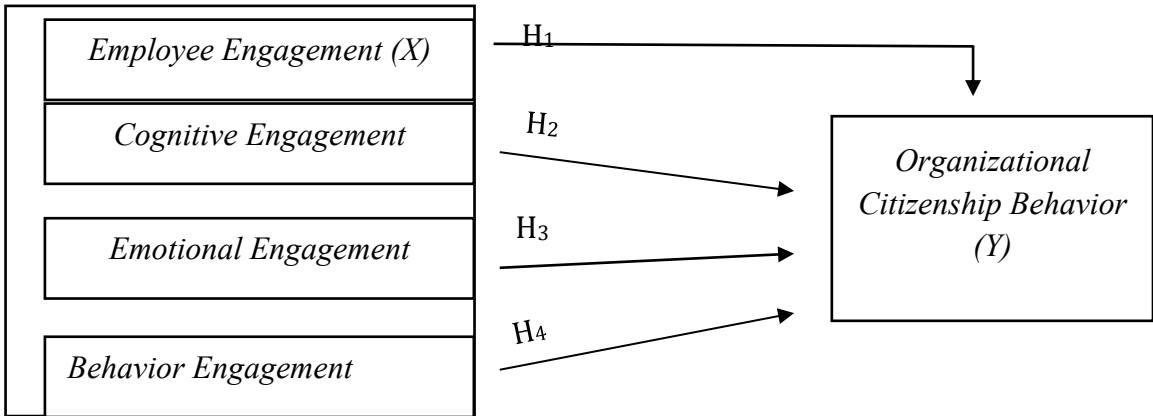
¹⁴ LiJuan Huang and Adiza A. Musah, "The Influence of Augmented Reality on Creativity, Student Behavior, and Pedagogical Strategies in Technology-Infused Education Management," *Journal of Pedagogical Research*, April 19, 2024, 2, <https://doi.org/10.33902/JPR.202425376>; Mutiawati Mutiawati et al., "Exploration of Factors Affecting Changes in Student Learning Behavior: A Systematic Literature Review," *International Journal of Evaluation and Research in Education (IJERE)* 12, no. 3 (September 1, 2023): 1315, <https://doi.org/10.11591/ijere.v12i3.24601>; Sofia Nurul Aini, "The Influence of Spiritual Leadership and Self Efficacy on Work Engagement Mediated by Character Building in Students' Islamic Boarding School Organizations," *Li Falah-Jurnal Studi Ekonomi Dan Bisnis Islam* 9, no. 2 (2024).

¹⁵ Noor Arifin, Eko Nur Fu'ad, and Emilia Inta Argadea, "Antecedents of Organizational Citizenship Behavior," *Journal of Management and Entrepreneurship Research* 2, no. 2 (January 14, 2022): 88–104, <https://doi.org/10.34001/jmer.2021.12.02.2-20>.

phenomenon shows that the relationship between these two variables can be influenced by other factors, such as organizational culture, leadership style, or reward systems.¹⁶

This is interesting to study because the relationship between employee engagement and OCB may be influenced by other factors that have not been identified.¹⁷ This gap is interesting to study, especially in the context of companies in Indonesia that face challenges in building a work culture that supports OCB. This study aims to test whether employee engagement can be a predictor of OCB in service companies. This study refers to the theory of employee engagement by Shuck et al.,¹⁸ which includes dimensions of cognitive, emotional, and behavioral engagement.

Figure. 1 Conceptual Model



H1: Employee engagement as a predictor of Organizational Citizenship Behavior in CV employees.

H2: Cognitive engagement as a predictor of Organizational Citizenship Behavior in CV employees.

H3: Emotional engagement as a predictor of Organizational Citizenship Behavior in CV employees.

H4: Behavioral engagement as a predictor of Organizational Citizenship Behavior in CV employees.

This study examines whether employee engagement can be a predictor of OCB. The hypothesis proposed is that employee engagement, which includes cognitive, emotional, and

¹⁶ Sharmila Devi Ramachandaran et al., “Empowering Women Through Education: Strategies for Leadership Development in Malaysia Towards Achieving Sustainable Development Goals,” *International Journal of Learning, Teaching and Educational Research* 24, no. 1 (January 30, 2025): 225–51, <https://doi.org/10.26803/ijlter.24.1.12>.

¹⁷ Muhammad Faris Rizki, Fauji Sanusi, and Enis Khaerunnisa, “The Influence Of Employee Engagement And Perceptions Of Organizational Justice On Employee Performance With Organizational Citizenship Behavior (OCB) As An Intervening Variable And Moderate By Transformational Leadership (Case Study On Regional Revenue Agency Of Banten Province),” *COSTING: Journal of Economic, Business and Accounting* 7, no. 6 (2024).

¹⁸ Novika Grasiawaty, “Reviu Sistematis Penelitian Organizational Citizenship Behavior (OCB) di Indonesia,” *Buletin Psikologi* 29, no. 1 (June 28, 2021): 28, <https://doi.org/10.22146/buletinpsikologi.48004>.

behavioral dimensions, has a positive influence on OCB. This study is expected to fill the gap in the literature and provide practical insights to improve OCB in the workplace, which can ultimately support the achievement of organizational goals.

RESEARCH METHODS

In this study, this study has two main variables. The independent variable is employee engagement, which consists of three main dimensions: cognitive, emotional, and behavioral involvement.¹⁹ The dependent variable is OCB, which includes dimensions such as altruism, discipline, sportsmanship, politeness, and civic virtue. The subjects of the study were 32 participants, consisting of permanent employees and freelancers. Subjects were selected using random sampling techniques, with a selection criterion of at least 6 months of work experience in the company to ensure they have adequate experience of the dynamics of work in the organization.

Table 1. Demographic characteristics of participation

Variable	Category	Frequency	Presentation
Gender	Woman	22	68.8%
	Man	10	31.3%
Status	Student	7	21.9%
	<i>Fresh Graduate</i>	25	78.1%
Age	20 year	5	15.6%
	21 year	2	6.3%
	22 year	15	46.9%
	23 year	10	31.3%

This study uses two main instruments to measure the research variables, namely the Employee Engagement scale from Shuck et al. in with 12 items covering cognitive, emotional, and behavioral dimensions,²⁰ and the OCB scale from Fox et al. with 20 items covering various dimensions of OCB.²¹ Both instruments use a 5-point Likert scale and have been tested for validity and reliability to ensure reliability. Hypothesis testing was conducted using multiple linear

¹⁹ B Pasaribu et al., *Metodologi Penelitian Untuk Ekonomi Dan Bisnis* (Yogyakarta: UUP Academic Manajemen Perusahaan YKPN, 2022).

²⁰ Aprilia Nindy Fatmawati and Dwiarko Nugrohoseno, "Pengaruh Role Overload Terhadap Organizational Citizenship Behavior Melalui Emotional Exhaustion Dan Dimoderasi Oleh Supervisor Autonomy Support," *Jurnal Ilmu Manajemen*, July 31, 2023, 725–38, <https://doi.org/10.26740/jim.vn.p725-738>.

²¹ Anwar Anwar, "Pengaruh Organizational Citizenship Behavior (OCB) terhadap Kepuasan Kerja dan Kinerja Karyawan: Pengaruh Organizational Citizenship Behavior (OCB) terhadap Kepuasan Kerja dan Kinerja Karyawan," *Juripol* 4, no. 1 (March 9, 2021): 35–46, <https://doi.org/10.33395/juripol.v4i1.10963>.

regression to measure the effect of employee engagement on OCB, with partial analysis to evaluate the effect of each dimension. This approach is designed to produce relevant and reliable findings for further research. This study uses the Employee Engagement Scale (EES) Shuck et al.²² to measure employee engagement, covering cognitive, emotional, and behavioral dimensions. This instrument is expected to provide a comprehensive picture of the level of employee engagement in their work.²³ While measuring Organizational Citizenship Behavior (OCB) is based on Organ's theory,²⁴ which includes five main dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. This dimension is used to evaluate employee voluntary behavior that supports organizational effectiveness. After that, hypothesis analysis is conducted using the F test to measure the simultaneous effect and the t test to test the partial effect of employee engagement dimensions on OCB. In addition, the determination coefficient analysis (R^2) is used to measure the contribution of employee engagement to OCB in the research variables.²⁵

RESULT AND DISCUSSION

The results of the descriptive analysis show that most of the company's employees are in the Medium (40.6%) and High (37.5%) categories in Organizational Citizenship Behavior (OCB), while the Very High category only reaches 18.8%, with 3.1% in the Low category and none in the Very Low category. This shows that employees have demonstrated voluntary behavior that supports the organization, although there is still an opportunity to increase the level of OCB to a higher category.

Table 2. Organizational Citizenship Behavior Variable Categories

Categorization	Interval Score	Frequency	Percentage
Very High	$X > 72.99$	6	18.8%
High	$61.66 < X \leq 72.99$	12	37.5%
Currently	$50.34 < X \leq 61.66$	13	40.6%
Low	$39.01 < X \leq 50.34$	1	3.1%

²² Ihda Fithriyana, Siti Maria, and Tetra Hidayati, "The Relationship between Employee Satisfaction and Employee Performance Mediated by Employee Engagement," *Frontiers in Business and Economics* 1, no. 3 (December 31, 2022): 147–53, <https://doi.org/10.56225/finbe.v1i3.120>.

²³ Smita A Kalokar et al., "Employee Engagement: A Review Paper" 10, no. 2 (2022).

²⁴ Shinta Laura Dewani and Gallant Yosava Swatantra, "The Effect Analysis of Organizational Citizenship Behavior on Employee Performance," *Journal of Economics, Bussiness and Management Issues* 1, no. 2 (March 1, 2024): 1–17, <https://doi.org/10.47134/jebmi.v1i2.126>.

²⁵ Muhammad Turmuzi, I Gusti Putu Suharta, and I Nengah Suparta, "Ethnomathematical Research in Mathematics Education Journals in Indonesia: A Case Study of Data Design and Analysis," *Eurasia Journal of Mathematics, Science and Technology Education* 19, no. 1 (January 14, 2023): em2220, <https://doi.org/10.29333/ejmste/12836>.

Categorization	Interval Score	Frequency	Percentage
Very Low	$X \leq 39.01$	-	-
Total		32	100%

On the other hand, the level of employee engagement shows much more positive results. The analysis results show that the level of employee engagement of company employees is in a very positive category, with the majority of respondents in the Very High (65.6%) and High (31.3%) categories, while only 3.1% are in the Medium category with none in the Low category. This high level of engagement reflects a high sense of responsibility and maximum effort from employees in contributing to their work, covering cognitive, emotional, and behavioral aspects in the workplace.

Table 3. Employee Engagement Variable Categories

Categorization	Interval Score	Frequency	Percentage
Very High	$X > 39.99$	21	65.6%
High	$33.33 < X \leq 39.99$	10	31.3%
Currently	$26.67 < X \leq 33.33$	1	3.1%
Low	$20.01 < X \leq 26.67$	-	-
Very Low	$X \leq 20.01$	-	-
Total		32	100%

This provides a basis that employee engagement as a predictor of OCB can be analyzed comprehensively by considering the contribution of each dimension. This shows that most respondents have very high levels of employee engagement and cognitive engagement. In contrast, the OCB variable is dominated by the medium category, which indicates the need to improve employee engagement strategies outside their formal roles. After conducting the Prerequisite Test above, it is known that the research data meets the requirements for Hypothesis Testing using the multiple linear regression analysis method. The F test aims to determine the effect of independent variables on the dependent variable. The following table shows the results of the F test from variable X, namely the dimensions of cognitive engagement, emotional engagement, and behavioral engagement on variable Y, namely OCB. If the significance value is < 0.05 and the calculated F value $> F$ table, then it can be concluded that variable X has an effect on variable Y and vice versa.

Table 4. F Test Results

ANOVA					
Model	Sum off Squares	df	Mean Square	F	Sig. (<i>p value</i>)
Regression	235.355	3	2.376	2.787	0.059
Residual	694.059	28	0.853		
Total	929.414	31			

Based on the table above, it is known that the significance value of $0.059 > 0.05$ and the calculated F value of $2.787 < F \text{ table } (3.160)$, it can be concluded that variable X does not have a simultaneous effect on the OCB variable. While the t-test results The following table shows the results of the t-test from variable X, namely the dimensions of Cognitive Engagement, Emotional Engagement, and Behavior Engagement on variable Y, namely OCB.

Table 5. T-Test Results

Coefficients						
Unstandardized Coefficients				Standardized Coefficients		
	Model	B	Std.Error	Beta	t	Sig.
1	(Constant)	24.039	14.198		1.693	0.102
	<i>Cognitive Engagement</i>	2.389	2.173	0.277	1.099	0.281
	<i>Emotional Engagement</i>	0.612	1.004	0.138	0.610	0.547
	<i>Behavior Engagement</i>	0.520	1.005	0.124	0.517	0.609

The results of the T-test show that the three dimensions of employee engagement (cognitive, emotional, and behavioral) do not have a significant effect on Organizational Citizenship Behavior (OCB). The cognitive engagement dimension has a significance value of $0.281 > 0.05$ and a calculated t of $1.099 < t \text{ table } (2.100)$, so it does not affect OCB. Likewise, emotional engagement with a significance value of $0.547 > 0.05$ and a calculated t of $0.610 < t \text{ table } (2.100)$, and behavioral engagement with a significance value of $0.609 > 0.05$ and a calculated t of $0.517 < t \text{ table } (2.100)$, both also do not have a significant effect on OCB. Overall, the three dimensions of employee engagement do not affect OCB in employees.

Table 6. Multiple Linear Regression Test Results

Variables	Constants	Coefficient X ₁	Coefficient X ₂	Coefficient X ₃
<i>Cognitive engagement (X₁), Emotional engagement (X₂), Behavior engagement (X₃), OCB (Y)</i>	24.039	2.389	0.612	0.520

The results of multiple linear regression tests indicate that cognitive engagement, emotional engagement, and behavioral engagement simultaneously do not have a significant effect on Organizational Citizenship Behavior (OCB) ($p = 0.059 > 0.05$). Partially, the three dimensions are also not significant, with p values for cognitive (0.281), emotional (0.547), and behavioral (0.609), all of which are greater than 0.05. The resulting regression equation is $Y = 24.039 + 2.389X_1 + 0.612X_2 + 0.520X_3$, with a constant of 24.039 as the base value of OCB without the contribution of independent variables. The coefficient of determination (R^2) of 0.230 indicates that only 23% of the variability of OCB can be explained by the three dimensions, while 77% is influenced by other factors, indicating the need for exploration of additional variables that are more relevant in predicting OCB.

The results of this study indicate that employee engagement does not have a significant effect on Organizational Citizenship Behavior (OCB) either simultaneously or in each of its dimensions. This finding is contrary to several previous studies, such as Shuck et al.²⁶ and Sajad Ullah et al. in Maharani & Frianto,²⁷ which found that employee engagement has a positive relationship with OCB. In this service company, although employees showed high involvement in formal tasks, OCB behaviors such as helping coworkers and supporting organizational goals voluntarily were not consistently seen. This indicates that other factors, such as organizational culture, leadership style, or social rewards, may influence this relationship. The organizational context in this CV service company, which is dominated by freelance employees, may be one important factor explaining this finding. Freelance employees tend to have lower emotional attachment and long-term commitment than permanent employees. According to Ngwenya

²⁶ Christophorus Kevin Adhihusada and Andreas Wahyu Gunawan, "The Effect of Employee Satisfaction on Employee Performance with Employee Loyalty and Employee Engagement as Mediating Variables in Manufacturing Sector Employees in Jabodetabek," *Dinasti International Journal of Management Science* 6, no. 3 (February 24, 2025): 469–84, <https://doi.org/10.38035/dijms.v6i3.4138>.

²⁷ Tiara Dyah Maharani and Agus Frianto, "Organizational Citizenship Behavior: Peran Kepemimpinan Transformasional Dan Keterikatan Kerja," *Jurnal Ilmu Manajemen* 11, no. 2 (May 29, 2023): 406–17, <https://doi.org/10.26740/jim.v11n2.p406-417>.

and Pelser in,²⁸ external factors such as leadership style and trust in superiors are often more dominant in influencing OCB behavior than employee engagement. In addition, employee engagement that focuses on formal tasks does not necessarily trigger extra-role behavior, as stated by Justina et.al.,²⁹ where the relationship between behavioral engagement and OCB can be influenced by social support and work culture. Freelance employees tend to have lower emotional attachment and long-term commitment compared to permanent employees. This confirms that a more flexible workforce structure can limit the emergence of extra-role behavior.

The lack of effect of cognitive engagement on OCB can be explained by employees' greater focus on problem solving and individual task completion compared to helping coworkers or supporting organizational goals voluntarily. This is in line with research by (Fathiyah & Bambang Niko Pasla, 2021) which states that cognitive engagement tends to motivate individual task completion rather than encouraging extra-role contributions. In addition, employees with high levels of emotional engagement often focus on their personal emotional satisfaction so that the remaining emotional energy is not enough to encourage extra-role involvement in the form of OCB.³⁰

The emotional engagement dimension also does not show a significant effect on OCB. Employees with high levels of emotional engagement tend to focus on their personal emotional satisfaction. Aulia³¹ stated that the emotional energy remaining after completing the main task is often not enough to encourage extra involvement in the form of OCB. This indicates that high emotional involvement does not necessarily trigger altruistic behavior in the workplace.

In the behavioral engagement dimension, the results of the study showed that employees allocate more of their time and energy to completing the main task, so that fatigue and limited energy become barriers to engaging in voluntary tasks outside their job descriptions.³² This finding is also supported by

²⁸ Mohamad Samsul Hidayat et al., "The Exemplary Method and Its Urgency in Moral Education According to the Perspective of Abdullah Nashih Ulwan," *Assyfa Journal of Islamic Studies* 2, no. 2 (December 2, 2024): 123–30, <https://doi.org/10.61650/ajis.v2i2.520>.

²⁹ Josephine Justina, Hery Winoto Tj, and Melitina Tecolau, "Employee Burnout dan Organizational Commitment terhadap Job Satisfaction dengan Organizational Citizenship Behavior," *Journal of Management and Bussines (JOMB)* 4, no. 2 (December 30, 2022): 1204–23, <https://doi.org/10.31539/jomb.v4i2.4678>.

³⁰ Dewani and Swatantra, "The Effect Analysis of Organizational Citizenship Behavior on Employee Performance."

³¹ Andi Besse Rezky Aulia, Reza Aril Ahri, and Nur Ulmy Mahmud, "Pengaruh Organizational Citizenship Behavior (OCB) Terhadap Kepuasan Kerja Dalam Meningkatkan Kinerja Pegawai Rumah Sakit Pelamonia Makassar," *Bina Generasi: Jurnal Kesehatan* 16, no. 1 (September 20, 2024): 72–82, <https://doi.org/10.35907/bgjk.v16i1.325>.

³² Justina, Tj, and Tecolau, "Employee Burnout dan Organizational Commitment terhadap Job Satisfaction dengan Organizational Citizenship Behavior"; Nur Alfi Laili Rohmah Amsyakho and Wahyu Eko Pujiyanto, "The Influence Of Organizational Citizenship Behavior (OCB) On The Quality Of Work Life And Employee Performance," *Jurnal Ilmiah Manajemen, Ekonomi dan Bisnis* 2, no. 1 (January 23, 2023): 37–47, <https://doi.org/10.51903/jimeb.v2i1.550>.

research by Teng & Wang in Pitaloka & Putri,³³ which shows that high levels of behavioral involvement can drain employees' physical and emotional resources, thereby reducing motivation to participate in extra-role activities.

In a broader context, the results of this study highlight the importance of additional factors such as organizational culture, perception of organizational support, and reward systems in influencing OCB. Research by Alhajri (2022) states that even though employee engagement is high, OCB will not emerge without the perception of adequate support from the company. Thus, organizations need to ensure that employees feel emotionally, socially, and financially supported so that extra-role behavior can be enhanced. These findings provide new insights for organizations to improve their approach to enhancing OCB, by not only focusing on employee engagement but also creating a supportive work environment and rewarding employees for their extra-role contributions.

The service company in this CV needs to develop a more comprehensive strategy to enhance OCB behavior.³⁴ Steps such as providing training on the importance of collaboration,³⁵ implementing a reward system based on extra-role behavior, and strengthening social relationships in the workplace can be effective solutions.³⁶ A work culture that emphasizes the values of cooperation and support between employees should also be strengthened.

CONCLUSION

The researchers found that the study showed that employee engagement as a whole, including its three dimensions (cognitive engagement, emotional engagement, and behavioral engagement), did not have a significant influence on organizational citizenship behavior (OCB), either simultaneously or partially. Specifically, cognitive engagement, emotional engagement, and behavioral engagement were each unable to predict OCB in employees of this CV. This finding indicates that although employee engagement in employees is quite high, it does not necessarily increase their OCB behavior. Therefore, the hypothesis stating that employee engagement is a

³³ Endang Pitaloka and Fadhira Meirini Putri, "The Impact of Employee Engagement and Organizational Commitment on Employee Performance," *Business Management Journal* 17, no. 2 (September 1, 2021): 117, <https://doi.org/10.30813/bmj.v17i2.2739>.

³⁴ Rini Lestari and Fadhila Ainun, "The Effect of Compensation Level and Organizational Citizenship Behaviour on Employee Performance," *Jurnal Akuntansi Bisnis Dan Ekonomi* 10, no. 1 (March 31, 2024): 71–80, <https://doi.org/10.33197/jabe.vol10.iss1.2024.1926>; Universitas Brawijaya et al., "The Influence of Organizational Citizenship Behavior (OCB) on Employee's Job Satisfaction and Performance," *Industria: Jurnal Teknologi dan Manajemen Agroindustri* 7, no. 2 (August 6, 2018): 116–23, <https://doi.org/10.21776/ub.industria.2018.007.02.6>.

³⁵ Desprina Octaffiani and Evony Silvino Violita, "Religiosity And Organizational Citizenship Behavior (OCB) In Supporting Urban Community During The Covid-19," *Journal of Environmental Science and Sustainable Development* 5, no. 2 (December 30, 2022), <https://doi.org/10.7454/jessd.v5i2.1137>.

³⁶ Dian Ekowati, Syntya Kasman, and Jovi Sulistiawan, "Organizational Citizenship Behavior and Emotional Exhaustion: Examining the Role of Work-Family Conflict," *Jurnal Manajemen Teori Dan Terapan| Journal of Theory and Applied Management* 16, no. 1 (April 18, 2023): 196–205, <https://doi.org/10.20473/jmtt.v16i1.44837>.

predictor of OCB is not accepted, so further studies are needed to identify other factors that are more significant in influencing OCB.

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