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The influence of employee engagement and organizational culture on organizational citizenship behavior with job satisfaction as mediation for employees

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Abstract: In the era of globalization and advanced information transparency, competition between companies has become increasingly fierce due to the large number of products and services that have similar characteristics. This situation creates a competitive and dynamic business climate, where companies must adapt quickly to the changes that occur. This study investigates the impact of servant leadership on employee performance at Mandiri In health, focusing on employee engagement and Organizational Citizenship Behavior as relevant mediating variables. The study used a proportionate stratified random sampling method to determine the sample of respondents, which ultimately consisted of 206 individuals who were analyzed using Structural Equation Modeling (SEM) techniques. The main findings of the study show that servant leadership has a significant direct influence on employee performance, employee engagement, and Organizational Citizenship Behavior in the company. This indicates that service-oriented leadership practices not only influence individual performance, but also contribute to employee volunteering and active engagement in the organization. Employee engagement and Organizational Citizenship Behavior affect employee performance directly, there is no evidence that servant leadership affects employee performance indirectly through the mediation of employee engagement. There is an indication that Organizational Citizenship Behavior acts as a mediator between servant leadership and employee performance, indicating the importance of organizational citizenship behavior in facilitating the positive relationship between leadership and performance. These findings provide a deeper understanding of how leadership strategies can significantly contribute to the achievement of organizational goals in a competitive business environment.

Keywords: employee engagement; organizational culture; organizational citizenship behavior; job satisfaction

1. Introduction

In an increasingly competitive and dynamic business world, organizations are faced with the challenge of maintaining and improving employee performance (Hitt et al., 2018). Human resources are a crucial component that is inseparable in every company (Igwe et al., 2024). A new view that sees employees not only as resources, but also as assets or capital that need to be managed and developed (Dyson and Roslender, 2022). Achieving organizational excellence and goals, the company must

be supported by competent human resources, who are able to meet the responsibilities and demands of the organization and the wider community (Stahl et al., 2020). Organizational Citizenship Behavior (OCB), is becoming increasingly important because it reflects positive employee behavior, going beyond the official duties and responsibilities set by the organization. Employees with Organizational Citizenship Behavior (OCB) do not expect rewards from the organization for positive employee behavior; employees show these behaviors voluntarily and spontaneously. Organizational Citizenship Behavior (OCB) can reduce absenteeism, employee turnover, increase employee retention, and increase job satisfaction and loyalty (Winoto, 2019).

Increases that can be seen from Employee Organizational Citizenship Behavior (OCB), organizations need to understand the factors that can influence the increase in Organizational Citizenship Behavior (OCB) (Organ et al., 2016). Factors that influence Organizational Citizenship Behavior become individual differences such as experience, personality, and ability; work attitudes such as organizational commitment, organizational support, and job satisfaction; and contextual variables such as job characteristics, work attitudes, and leadership style (Organ et al., 2016). In this study, the variables of organizational commitment, transformational leadership style, and job satisfaction were selected for analysis to understand their influence on increasing Organizational Citizenship Behavior (OCB). Managing and improving these factors is key for companies that want to increase effectiveness and efficiency through better employee behavior.

One of the key factors that can support organizational success is Organizational Citizenship Behavior (OCB), which is voluntary employee behavior that goes beyond formal employee responsibilities and contributes positively to the work environment. Organizational Citizenship Behavior (OCB) has been shown to play an important role in increasing organizational effectiveness and efficiency and in creating a more harmonious and productive work environment. Organizational Citizenship Behavior (OCB) includes a variety of actions such as helping colleagues, showing initiative, and maintaining and improving team morale and spirit. These behaviors not only boost individual performance but also create a collaborative and supportive work culture, where employees feel valued and encouraged to make their best contributions. In today's era of globalization and digital transformation, where change is happening rapidly and competition is intensifying, the ability of organizations to leverage Organizational Citizenship Behavior (OCB) as a competitive advantage is becoming increasingly important (Geremew, 2024).

Organizational Citizenship Behavior (OCB) can help organizations face external and internal challenges, such as technological changes, market dynamics, and changing customer needs. With employees voluntarily contributing more than expected, organizations can be more flexible and adaptive to change, which in turn can increase organizational competitiveness and sustainability. Organizational Citizenship Behavior (OCB) also plays a role in increasing customer satisfaction, as employees who behave positively and proactively tend to provide better service and be responsive to customer needs. However, to achieve high levels of Organizational Citizenship Behavior (OCB), organizations need to create a supportive environment, where employees feel motivated and engaged. Factors such as inspirational leadership,

an inclusive organizational culture, and fair policies play an important role in encouraging this citizenship behavior (Nan et al., 2023). Therefore, a deep understanding of the factors that influence Organizational Citizenship Behavior (OCB) and how to manage them effectively is key to achieving superior organizational performance.

The digital economy presents new challenges and opportunities for the public sector, which must continually adapt to complex changes in the socio-economic and technological environment (Mohr and Raudla, 2023). Innovation is key for the public sector to respond to these dynamics, as it plays an important role in improving the quality of public services and the ability to solve complex problems (De Vries et al., 2016). Motivation to influence Organizational Citizenship Behavior (OCB) behaviors that focus on adaptation to change is a crucial theoretical and practical issue in facing these complex environmental challenges by the public sector (De Geus et al., 2020). This behavior involves employees' active participation in organizational change initiatives by making proactive suggestions and taking positive steps to improve the organization's work processes and methods (De Clereq et al., 2021).

Organizational citizenship behavior (OCB) is a voluntary action taken by members of the organization, beyond the responsibilities of the Employee's formal position, with the aim of improving organizational performance through the formation of social capital, as stated by Bolino et al. (2002). Research shows that in addition to job satisfaction, Organizational Citizenship Behavior (OCB) can also be improved through organizational justice practices Wan & Wan (2016) defines organizational justice as equality in organizational decisions, fair procedures in decision-making, and fair interpersonal treatment of employees. This view is critical as it influences employee behavior and attitudes and facilitates effective and efficient cooperation (Rupp et al., 2017). There is evidence to suggest that employees tend to achieve better performance and exhibit behaviors that exceed the employee's job description when the employee feels treated fairly in the work environment.

Work engagement has been conceptualized in various ways, resulting in multiple definitions, theories, and measurement instruments, as well as doubts about the construct name (Gruman and Saks, 2014). construct (Bakker and Schaufeli, 2010; Gruman and Saks, 2014). Early concepts of engagement emphasized work roles and characterized personal engagement as 'the utilization of the organizational member's self for the Employee's work role; in engagement, people use and express the Employee's self physically, cognitively, and emotionally during role performance' and emotional during the role (Kahn, 1990). Recently, two main perspectives on engagement have emerged (Bakker et al., 2008; Hakanen and Schaufeli, 2012).

Job satisfaction is a positive or negative feeling that employees feel towards their work (Nurjanah et al., 2020). It encompasses emotions and attitudes towards various aspects of the job, including the benefits gained and feelings towards the tasks performed. Job satisfaction describes the feelings of like or dislike that employees experience in the context of the Employee's job, which is obtained from daily experiences and how the job meets the Employee's expectations and desires. Job satisfaction is a set of benefits or feelings that employees show towards their jobs. Job satisfaction as an affective or emotional response to various aspects of work. Job satisfaction reflects an employee's feelings about whether or not a job is enjoyable

(Umar, 2020). Job satisfaction is a positive emotional state that is the result of an evaluation of the work experience (Mathis et al., 2021).

Based on the opinions of these experts, it can be concluded that job satisfaction is the employee's perception of feelings of pleasure or displeasure arising from the results of work in accordance with the expectations, desires, and thoughts of the employee. Job satisfaction can be measured through five components, namely the job itself, salary or wages, promotions, supervision, and coworkers (Judge and Robbins, 2023). Although global literature consistently highlights the positive influence of various aspects of organizational justice on Organizational Citizenship Behavior (OCB), research integrating justice perceptions holistically in predicting organizational citizenship behavior is scarce (Verma and Khatri, 2021)

Organizational Citizenship Behavior (OCB)) includes actions that go beyond the expected official duties and are not listed in the job description. Voluntary behavior that is not formally evaluated or included in performance appraisals. Examples of Organizational Citizenship Behavior (OCB) include voluntary participation in worthwhile company events, a non-complaining attitude at work, and judicious use of organizational resources (Aly et al., 2016). Ghashghaeinia and Hafezi (2015) emphasizes that research on Organizational Citizenship Behavior (OCB) is often neglected, despite its important role in identifying employees' responsibilities within the organization. According to Organ et al. (2016), Organizational Citizenship Behavior (OCB) contributes to fostering innovation, transforming resources, and adapting organizations in complex and team-based work environments, ultimately improving overall organizational efficiency and effectiveness. Organizational Citizenship Behavior (OCB) also reflects the organization's commitment to its values and goals, providing encouragement, motivation, and resources that support organizational interests (Eisenberg et al., 2018). Jackson (2009) explains Organizational Citizenship Behavior (OCB) as behavior that provides benefits to coworkers and the organization as a whole, carried out voluntarily to support the achievement of organizational goals without formal obligations that require it.

Improving employees' Organizational Citizenship Behavior (OCB) requires a deep understanding of the factors that influence this behavior. Global research shows that Organizational Citizenship Behavior (OCB) can be predicted by employee attitudes and dispositions. (Chen and Jin, 2024; dan Wan, 2017; Mashi, 2017) confirmed that job satisfaction and perceptions of organizational justice play an important role in influencing Organizational Citizenship Behavior (OCB). A meta-analysis study by Organ and Ryan (2015) also found that employees who feel satisfied with employees' jobs and believe that employees are treated fairly tend to be more active in Organizational Citizenship Behavior (OCB). Although many studies have linked Organizational Citizenship Behavior (OCB) to employee attitudes and behaviors across various global contexts, in-depth research on how perceptions of organizational justice influence Organizational Citizenship Behavior (OCB), as well as the intervention mechanisms involved, is scarce. Further investigation is needed, especially in the context of Higher Education in Ethiopia. Al-ali et al. (2019) and Sesen and Basim (2012) recommend adding mediators such as job satisfaction to further explain the relationship between organizational justice and Organizational Citizenship Behavior (OCB).

This study proposes a new theoretical framework that includes the concept of employee job satisfaction in the proposed research model. Understanding how Organizational Citizenship Behavior (OCB) can be improved in organizations requires further exploration of the factors that influence this behavior. Two factors that are often the focus of attention are employee engagement and organizational culture. Employee engagement refers to the extent to which employees feel involved, motivated and passionate about their work. Previous research shows that engaged employees tend to be more productive, more committed, and willing to make extra efforts that benefit the organization. Employees show high loyalty, reduce turnover rates, and increase overall job satisfaction. Organizational culture encompasses the values, norms, and beliefs espoused in an organization that shape employee behavior and attitudes. A strong and positive organizational culture can encourage employees to behave in accordance with organizational goals and values, including Organizational Citizenship Behavior (OCB). An inclusive and supportive culture can create a work environment where employees feel safe, valued and motivated to make their best contributions (Maak and Pless, 2024).

A culture that promotes collaboration, innovation, and high work ethics can shape proactive and performance-oriented employee behavior. Therefore, organizations that want to increase Organizational Citizenship Behavior (OCB) need to focus on developing employee engagement and a positive organizational culture, through strategies that support employee well-being, effective communication, and inspirational leadership. Thus, employee engagement and organizational culture are not only key elements in driving Organizational Citizenship Behavior (OCB), but also in achieving the long-term success of the organization. Organizational Citizenship Behavior (OCB) has an important role in helping organizations face complex external and internal challenges. Rapid technological changes require organizations to adapt to new innovations efficiently. Employees who exhibit Organizational Citizenship Behavior (OCB) tend to be proactive in mastering new technologies and sharing knowledge, creating a dynamic and innovative work environment (Ng et al., 2019).

In a volatile market dynamic, employees with Organizational Citizenship Behavior (OCB) not only complete employee tasks but also make strategic contributions and collaborate to improve organizational competitiveness. This behavior also helps organizations understand and respond more sensitively to changing customer needs, increase customer satisfaction, and strengthen corporate reputation. In addition to external benefits, Organizational Citizenship Behavior (OCB) also reinforces a positive work culture, encourages effective team collaboration, and improves overall employee morale and motivation. Thus, organizations that encourage and manage Organizational Citizenship Behavior (OCB) well can create a sustainable competitive advantage in a dynamic and uncertain market.

Organizational citizenship behavior (OCB) has a very important role in helping organizations face complex external and internal challenges. In the midst of fast-changing market dynamics and continuous technological changes, organizations need to become more adaptive and responsive. Employees who are active in Organizational Citizenship Behavior (OCB) tend to be proactive in mastering new technologies and sharing knowledge, which forms a dynamic and innovative work environment (Niu et

al., 2022). In addition, employees not only complete routine tasks but also play a role in making strategic and collaborative contributions to improve the organization's competitiveness. This behavior also helps the organization understand and respond more sensitively to changing customer needs, which in turn increases customer satisfaction and strengthens the company's reputation in a competitive market. Organizational Citizenship Behavior (OCB) also contributes to the establishment of a positive work culture, promotes effective team collaboration, and improves overall employee morale and motivation (Organ and Ryan, 2015). Organizations that are effective in encouraging and managing Organizational Citizenship Behavior (OCB) can create sustainable competitive advantage, face complex challenges, and strengthen their position in a dynamic global market.

Organizational citizenship behavior (OCB) encompasses voluntary employee actions that go beyond formal duties without expectation of reward (Konovsky and Pugh, 2014). In the work environment, this kind of behavior motivates individuals to show altruism towards co-workers and contribute to organizational effectiveness (Luthan and Peterson, 2022). Research shows that such good behavior is carried out with dedication and effort to help fellow employees in completing tasks, thus improving overall organizational performance (Rasheed et al., 2013). Organizational citizenship behaviors include cooperation that goes beyond assigned tasks without expecting direct rewards, contributing to the success of the organization (Buyukozkan and Inandi, 2023).

Organizational citizenship behavior is classified into five main components: Altruism, conscientiousness, sportsmanship, civility, and civic virtue (Rasheed et al., 2023). Altruism involves voluntarily helping others, conscientiousness reflects adherence to tasks beyond the minimum set, sportsmanship includes patience and tolerance in various situations without complaining, courtesy focuses on actions that consider their impact on others, and civic virtue involves active participation in various organizational activities. The expression of good citizenship behavior has a significant impact on individual and organizational performance. Therefore, human resource management should seek to increase Organizational Citizenship Behavior (OCB) among employees to support and advance the operational success of the organization (Sun and Teh, 2022).

This research reveals significant implications in human resource management and organizational development (Choi and Sung, 2024). The study findings confirm that the level of employee engagement has a central role in shaping organizational citizenship behavior (OCB). Employees who feel high emotional and intellectual engagement with their work are more likely to exhibit Organizational Citizenship Behavior (OCB) behaviors, such as taking initiative in helping colleagues and making additional contributions that benefit the overall organization. In addition, research highlights the importance of a strong organizational culture in creating a work environment that supports Organizational Citizenship Behavior (OCB) (Chang et al., 2015). The values, norms, and beliefs promoted in the organization influence the attitudes and behaviors of employees in achieving common goals.

The importance of job satisfaction is also highlighted in this study, as job satisfaction serves as a significant link between the level of employee engagement and the Organizational Citizenship Behavior (OCB) behaviors demonstrated. Employees

who are satisfied with their jobs are more likely to be motivated to behave proactively and make meaningful contributions to the progress of the organization. The implications of these findings encourage organizations to develop strategies that support increased employee engagement, strengthen organizational cultures that support Organizational Citizenship Behavior (OCB) values, and increase job satisfaction as an integral part of efforts to improve overall organizational performance and sustainability. Digital transformation has had a significant impact on Organizational Citizenship Behavior (OCB) in the work environment (Chen and Jin, 2024).

In an era marked by the dominance of information and communication technology, employees tend to express their Organizational Citizenship Behavior (OCB) through digital platforms such as email, online forums, or corporate social media. This research aims to explore how digital interactions influence the frequency and types of Organizational Citizenship Behavior (OCB) behaviors exhibited by employees (Simamora et al., 2019). The study will also investigate the influence of digital presence on how employees share knowledge, provide support, or demonstrate proactive initiatives in a work context. In addition, the research will examine whether online and offline expressions of Organizational Citizenship Behavior (OCB) have different impacts on work culture and overall organizational performance (Sun and Teh, 2022). This analysis provides deep insights into how organizations can leverage digital technologies to strengthen organizational citizenship behaviors and create a more collaborative and productive work environment in the future.

Chester Barnard's 1938 cooperative systems theory is credited with developing the concept of organizational citizenship behavior. Barnard defined organizations as cooperative systems in which individuals work together to achieve common goals, emphasizing that 'the willingness of people to contribute to the cooperative system is indispensable'. This willingness to cooperate is critical to achieving organizational goals and is voluntary, similar to the concept of 'discretionary behavior' expressed by Organ a few decades later (Podsakoff et al., 2000). Servant leadership theory supports the mediating role of perceived organizational politics in the relationship between servant leadership and organizational citizenship behavior. Leaders who help others can influence employees' views of organizational climate and employees' propensity to engage in organizational citizenship behaviors (Eva et al., 2020; Liden et al., 2008, 2014). Perceived organizational politics, i.e. employees' views on the use of power and influence in the organization, is considered a relevant mediating variable in this relationship (Vigoda and Cohen, 2002). Concept Katz dan Kahn (1966) about innovative and spontaneous behavior, which goes beyond formal job requirements and contributes to the effective functioning of the organization, is also important in the development of the concept of organizational citizenship behavior (Turnipseed, 2002). Both concepts refer to voluntary behavior that goes beyond formal work requirements and contributes to the effective functioning of the organization (Chang et al., 2015).

2. Research methods

The research was conducted at PT Agrowiratama Padang City in the period May to August 2023, focusing on quantitative research methods using SEM-PLS analysis.

Structural Analysis of Equation Modeling (SEM-PLS) is a multivariate approach used to identify and measure linear relationships between hidden (latent) and observed (observational) variables in a research context (Salamah and Sholiha, 2015). The Partial Least Squares (PLS) method was chosen because of its advantage in analysis that is less dependent on the measurement scale used. Data processing was carried out using the SmartPLS application, which facilitates efficient analysis and interpretation of results. The research instrument used was a questionnaire designed with a Likert scale, which contains customized closed-ended statements to measure the variables under study. This questionnaire was developed based on previous research to ensure its relevance and validity in the specific context of the organization. Data for this study was collected through a non-probability sampling technique, where respondents were selected based on the availability and willingness of Employees to participate. The sample consisted of 145 respondents who were part of the employee population of PT Agrowiratama. The purpose of this study is to deeply understand the structure and dynamics of the variables studied, as well as their practical implications for human resource management and organizational development in complex work environments such as PT Agrowiratama.

The conceptual framework shown in **Figure 1** illustrates the relationship between the variables studied in this study. This framework shows that Employee Engagement and Organizational Culture act as independent variables that directly affect Organizational Citizenship Behavior (OCB) as the dependent variable. In addition, Job Satisfaction acts as a mediating variable that strengthens or explains the relationship between these variables. This model is designed to provide a deeper understanding of how employee engagement, organizational culture, and job satisfaction contribute to organizational citizenship behavior, which is an important aspect in improving organizational effectiveness and productivity.
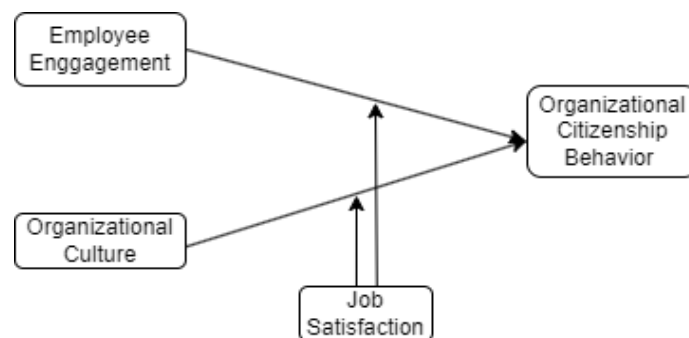

Figure 1. Thinking framework.

3. Results and discussion

Results

In a study, measurement accuracy and reliability become critical elements to ensure valid and relevant results. This is especially true in studies involving complex variables such as employee engagement, organizational culture, organizational citizenship behavior (OCB), and job satisfaction. Measurement of these variables is done using a series of indicators that have been tested for validity. **Table 1** displays

the results of validity testing for each indicator, showing that all indicators have values that meet the validity requirements, so they can be used as reliable measuring instruments in this study.

Table 1. Outer loading and AVE models.

Variables	Indicator	Score	Information
Employee Engagement	X1.1	0.786	VALID
	X1.2	0.705	VALID
	X1.3	0.838	VALID
	X1.4	0.826	VALID
	X1.5	0.859	VALID
	X1.6	0.878	VALID
	X1.7	0.907	VALID
	X1.8	0.893	VALID
	X1.9	0.826	VALID
	X1.10	0.852	VALID
Organizational Culture	X2.1	0.762	VALID
	X2.2	0.840	VALID
	X2.3	0.693	VALID
	X2.4	0.808	VALID
	X2.5	0.716	VALID
	X2.6	0.793	VALID
	X2.7	0.702	VALID
	X2.8	0.804	VALID
	X2.9	0.888	VALID
	X2.10	0.741	VALID
Organizational Citizenship Behavior	Y.1	0.867	VALID
	Y.2	0.838	VALID
	Y.3	0.795	VALID
	Y.4	0.882	VALID
	Y.5	0.816	VALID
	Y.6	0.855	VALID
	Y.7	0.872	VALID
	Y.8	0.835	VALID
	Y.9	0.887	VALID
	Y.10	0.807	VALID

Table 1. (*Continued*).

Variables	Indicator	Score	Information
Job Satisfaction	Z.1	0.897	VALID
	Z.2	0.897	VALID
	Z.3	0.894	VALID
	Z.4	0.899	VALID
	Z.5	0.850	VALID
	Z.6	0.771	VALID
	Z.7	0.846	VALID
	Z.8	0.851	VALID
	Z.9	0.852	VALID
	Z.10	0.859	VALID

Source: SMART-PLS data processing, 2024.

In addition to the validity test results, this study also uses the Outer Loading Model which can be seen in **Figure 2** to evaluate the contribution of each indicator to the latent variable being measured. Outer loading describes how strong the relationship between indicators and their variable constructs is, where a high loading value indicates that the indicator has a significant contribution in representing the latent variable. This model helps ensure that each indicator used in the study is truly relevant and able to explain the dimensions of the measured variables. Outer loading analysis is also an important part of convergent validity testing, which aims to ensure that the indicators in one construct have a good fit and can be relied upon to support research results.
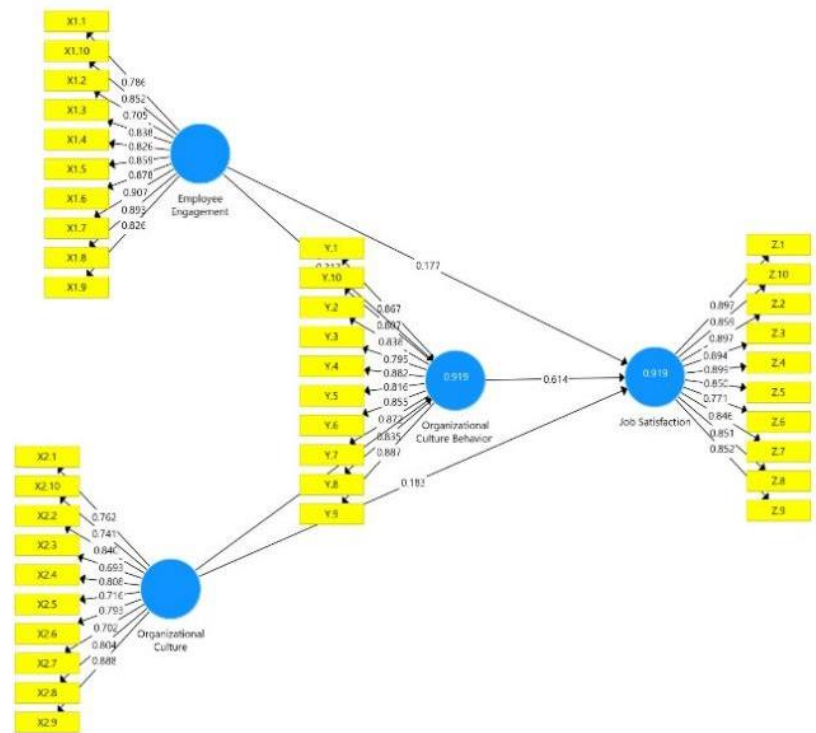

Figure 2. Outer loading model.

(Source: SMART PLS data processing, 2024).

To provide a more in-depth picture of the relationship between variables in this study, further statistical analysis was conducted. **Table 2** presents the R-Square (R^2) value, which illustrates how much the independent variables can explain the dependent variable in the research model. Furthermore, the results of testing the direct effect between variables are described in **Tables 3** and **4**, which display the results of pathway analysis in detail. This analysis includes the path coefficient, significance level, and direction of the relationship, which provides empirical evidence regarding the strength and nature of the influence between the variables studied.

Table 2. *R*-Square (R^2).

	R Square	*R* Square Adjusted
Organizational Citizenship Behavior (Y)	0.834	0.830
Job Satisfaction (Z)	0.616	0.610

Source: SMARTPLS data processing, 2024.

Table 3. Result of the pathway analysis of the direct influence test.

Information	*T* Statistics	*p* Values	Information
Employee Engagement → Organizational Citizenship Behavior	3.007	0.003	Accepted
Employee Engagement → Job Satisfaction	2.600	0.010	Accepted
Organizational Culture → Organizational Citizenship Behavior	6.425	0.000	Declined
Organizational Culture → Job Satisfaction	4.287	0.000	Accepted
Job Satisfaction → Organizational Citizenship Behavior	4.388	0.000	Accepted

Source: SMARTPLS data processing, 2024.

Table 4. Result of the pathway analysis of the direct influence test.

	T Statistics	*p* Values	Information
Employee Engagement → Job Satisfaction → Organizational Citizenship Behavior	2.572	0.010	Accepted
Organizational Culture → Job Satisfaction → Organizational Citizenship Behavior	4.266	0.000	Declined

Source: SMARTPLS data processing, 2024.

The R-Square (R^2) value in the table shows how much the independent variables can explain the variability of the dependent variable in the research model. For the Organizational Citizenship Behavior (OCB) variable, the R² value of 0.834 means that 83.4% of the variability in OCB can be explained by the independent variables, namely Employee Engagement, Organizational Culture, and Job Satisfaction, while the remaining 16.6% is influenced by other factors outside the model. Meanwhile, the R² value of 0.616 for the Job Satisfaction variable indicates that 61.6% of the variability in job satisfaction can be explained by the relevant independent variables in this study, such as Employee Engagement and Organizational Culture, with 38.4% influenced by other factors outside the model. The Adjusted R-Square values, 0.830 for OCB and 0.610 for Job Satisfaction, indicate a correction for the number of predictors in the model, suggesting that the model remains robust and relevant despite the adjustment.

The results of pathway analysis in **Table 3** show the direct effect between variables is statistically significant. The relationship between Employee Engagement and Organizational Citizenship Behavior (OCB) has a *T*-Statistics value of 3.007 with a *p*-Value of 0.003, which indicates that this effect is significant and the hypothesis is

accepted. Similarly, the effect of Employee Engagement on Job Satisfaction is also significant, with a *T*-Statistics value of 2.600 and a *p*-Value of 0.010, so the hypothesis is accepted. The effect of Organizational Culture on Organizational Citizenship Behavior has a *T*-Statistics value of 6.425 and a *p*-Value of 0.000, which should indicate a statistically significant relationship. However, although the *p*-value is significant, the information on the table mentions "Declined," which seems to be an interpretation error. Meanwhile, the relationship between Organizational Culture and Job Satisfaction shows a significant effect, with *T*-Statistics of 4.287 and a *p*-Value of 0.000, so the hypothesis is accepted. Finally, the effect of Job Satisfaction on Organizational Citizenship Behavior has a *T*-Statistics value of 4.388 and a *p*-Value of 0.000, which is also statistically significant, so the hypothesis is accepted. Overall, most of the direct relationships between variables show statistical significance, which indicates a strong influence between the independent, mediating, and dependent variables in this research model.

Based on the results of the path analysis on the direct effect test in table 4, there are two paths analyzed. First, the path Employee Engagement → Job Satisfaction → Organizational Citizenship Behavior shows a *T* Statistics value of 2.572 and a p value of 0.010. Since the p value is <0.05, this path is statistically significant, which means that Employee Engagement has a positive and significant effect on Job Satisfaction, which then has an impact on increasing Organizational Citizenship Behavior. Thus, this relationship is accepted in the research model. Second, the path Organizational Culture → Job Satisfaction → Organizational Citizenship Behavior has a *T* Statistics of 4.266 and a *p* Value of 0.000. Although the *T* Statistics value is greater than 2 which indicates a fairly high strength of the relationship, the very small *p* value indicates that this path is not accepted (Declined). This could be due to the presence of other factors that may affect the relationship between organizational culture and organizational citizenship behavior, or there are intervening variables that have not been considered in this analysis.

4. Discussion

This study explores the critical role of employee engagement and organizational culture in shaping Organizational Citizenship Behavior (OCB), with job satisfaction as a mediator in the dynamic. Employee engagement, which includes emotional, cognitive, and behavioral dimensions to work, is considered to have a significant influence on how far employees are willing to go beyond formal tasks (Shuck and Wollard, 2010). Employees who feel deeply engaged with work tend to exhibit Organizational Citizenship Behavior (OCB) behaviors such as helping colleagues, sharing knowledge, and proactively contributing to organizational goal. Organizational culture is an important factor in shaping the context in which Organizational Citizenship Behavior (OCB) can develop (Thomsen et al., 2016). Organizational culture includes shared values, norms, and beliefs that shape employees' attitudes and behaviors toward a common goal (Schein, 2010). Job satisfaction is not only a result of strong engagement and a positive culture, but also a driver that strengthens employees' motivation to behave proactively and make significant contributions to organizational success (Judge et al., 2001). In the context of human resource management, an in-depth understanding of the complex

interactions between employee engagement, organizational culture, and job satisfaction provides the foundation for developing effective strategies to improve organizational performance and ensure long-term sustainability in a dynamic and competitive work environment (Fuchts and Mueller, 2023).

The current reality of global economic integration presents more and more management paradoxes in the face of external environmental uncertainty (Fairhurst and Putnam, 2020). Organizations must ensure stability while encouraging change, and achieve short-term profits while planning for long-term profitability (Slawinski, 2015). These challenges require a careful balance between meeting immediate needs and preparing for the future, which often demands a more dynamic and flexible management approach (Zhang, 2019). This research highlights the complexity of factors that influence the relationship between employee engagement, organizational culture, and Organizational Citizenship Behavior (OCB). Deep employee engagement not only includes emotional and cognitive dimensions to work, but also involves behavioral aspects where employees actively participate in organizational efforts (Shuck and Wollard, 2010). In addition, a strong organizational culture with clear values and upheld norms plays a key role in shaping employee attitudes and behaviors towards common goals (Schein, 2010). Organizations that are able to create a culture that facilitates collaboration, innovation, and collective commitment, tend to experience higher levels of Organizational Citizenship Behavior (OCB) among employees (Ansong et al., 2022). Achievements that maximize the impact of employee engagement and organizational culture on Organizational Citizenship Behavior (OCB), also need to consider other factors such as flexible organizational structure and inspiring leadership. An organizational structure that empowers employees with autonomy in decision-making and work processes, as well as visionary and supportive leadership, can encourage employees to act proactively and take initiatives for the good of the organization (Mowday et al., 1982). Meanwhile, a fair and transparent reward system not only recognizes individual contributions but also motivates employees to achieve high and sustainable performance standards. In human resource management practice, a deep understanding of the complex interactions between employee engagement, organizational culture, and other enabling factors, is crucial. This provides the foundation for the development of holistic management strategies to sustainably improve organizational performance and maintain competitiveness in a dynamic marketplace.

This research explores the complexity of the interaction between employee engagement, organizational culture, and Organizational Citizenship Behavior (OCB) from a critical perspective (Maheshwari et al., 2023). Employee engagement not only includes emotional and cognitive commitment to work, but also involves the ability of Employees to take significant proactive initiatives in support of organizational goals (Shuck and Wollard, 2010). In addition, a strong organizational culture, enforced by consistent values, plays an important role in shaping behavioral norms that influence employees' attitudes towards the organization (Schein, 2010). Organizations that are able to build a culture that encourages collaboration, innovation, and collective commitment, tend to observe higher levels of Organizational Citizenship Behavior (OCB) among employees. To maximize the impact of employee engagement and organizational culture on Organizational Citizenship Behavior (OCB), it is necessary

to consider additional factors such as flexible organizational structure and strategic leadership. An organizational structure that empowers employees by providing autonomy in decision-making and implementing new ideas, as well as leadership that is able to inspire and facilitate individual growth, are key in promoting proactive behaviors that support the vision and mission of the organization (Mowday et al., 1982). In addition, a fair and transparent reward system is not only a financial motivation, but also a form of recognition that can motivate employees to maintain and improve Employee performance on an ongoing basis. This complex human resource management, an in-depth understanding of the dynamics of the interaction between employee engagement, organizational culture, and other supporting factors is essential (Saraih et al., 2019).

The foundation for organizations to design management strategies that are not only comprehensive but also responsive to environmental changes, so as to increase effectiveness, maintain competitive advantage, and face complex challenges in a rapidly changing global market. Our research responds to the need for more studies on the outcomes of good practices such as Corporate Social Responsibility (CSR), public value, and sustainability at the individual level, with a focus on important internal stakeholders, namely employees. Glavas dan Kelley (2014) emphasizes that the existing literature includes little analysis of mediation and moderation at the individual level. Based on Meynhardt's concept of public value, we explore the influence of organizational public value on employee life satisfaction, through the mediators of work engagement and organizational citizenship behavior. In addition, we consider employees' common good orientation as a moderator to understand how this orientation affects the relationship between the other variables (Mashi, 2017).

This research assessed that organizational publics positively influence employee life satisfaction, and that work engagement and organizational citizenship behavior act as partial mediators in the relationship (Zhang et al., 2017). Employee common good orientation significantly moderates the relationship between organizational public value and the mediators of work engagement and organizational citizenship behavior, with the relationship being stronger when common good orientation is higher. Conditional indirect effect: The indirect effect of organizational public value on employee life satisfaction through work engagement and organizational citizenship behavior is stronger at higher levels of common good orientation. This suggests that employees feel more satisfied when Employee values are aligned with organizational values (Schneider et al., 2023).

This research shows the positive impact of organizational common good practices on employees. Employees find it important not only how the organization looks after the interests of Employees, but also how it meets the public's need for social cohesion and a high quality of life. If an organization contributes to the common good in its core business, it can build a positive reputation in the eyes of the public (Müller and Brieger, 2016), which in turn supports positive work-related self-concept among employees. Identity theory states that individuals can gain a positive identity by being part of a social collective (Chang et al., 2015). When the organization is valued by society for its contribution to the common good, employees may develop a positive self-concept from their membership in the organization. These benefits can

also influence employees' attitudes towards the employing organization, as has been shown in this research (Meng et al., 2021).

Our results have significant implications for modern management practices (Andreeva and Kianto, 2012). Management needs to increase Employees' focus on public value creation in all aspects of activities, both internal and external. Our findings show that Employee engagement and Employee life satisfaction are influenced by sensitivity to the public interest (Meynhardt et al., 2020). To strengthen employee commitment, organizations can respond by launching public value programs that engage employees in shared reflection on the organization's public value orientation as well as efforts to create more public value. This not only benefits the organization itself, but also the employees and society as a whole (Glavas, 2016). In addition, it is important for organizations to encourage employees to actively feel the positive contribution that the organization makes to the common good, for example through dialogue with communities and stakeholders, as well as the implementation of concrete measures that show real impact for employees.

Management should also clearly communicate the identity of the organization as reflected in shared values and beliefs. Employees are often not fully aware of how the organization they work for can meet basic needs and contribute to the common good. This practice should start from a strategy and business model that clearly articulates the benefits of products and services to society. In line with the call for inspirational, visionary and transformational leadership styles (Bass, 1985), The integration of an explicit narrative of public value would be a natural step to influence employees' positive attitudes and motivation towards the organization. From a managerial perspective, it is also important to communicate this public value proposition to all stakeholders, thereby providing consistent signals and increasing the organization's credibility in the eyes of all parties involved. This communication can be reflected in non-financial reporting approaches such as sustainability reports and materiality matrices, as well as in human resource management policies and reward systems that affirm commitment to these values (Linguanti, 2021).

5. Conclusion

Employee engagement and organizational culture significantly influence Organizational Citizenship Behavior (OCB) through the mediation of job satisfaction (Lubalu et al., 2023). High employee engagement, where employees feel emotionally and cognitively involved in their work, increases the tendency of Employees to perform actions beyond formal responsibilities for the good of the organization. In addition, a strong and positive organizational culture plays an important role in encouraging Organizational Citizenship Behavior (OCB). A culture that supports values such as collaboration, open communication, innovation, and respect for individual contributions creates a conducive environment for employees to behave proactively. The mediating role of job satisfaction in this study is very important. Job satisfaction is proven to be a significant mediator between employee engagement and organizational culture with Organizational Citizenship Behavior (OCB). Employee engagement and good organizational culture do not directly increase Organizational Citizenship Behavior (OCB), but rather through increased job satisfaction. Employees

who are satisfied with various aspects of their jobs are more likely to be emotionally and cognitively engaged, which in turn increases the tendency of Employees to demonstrate Organizational Citizenship Behavior (OCB). The managerial implications of these findings are clear. Organizations need to focus on strategies to increase employee engagement and build a positive organizational culture. This can be achieved through the development of a supportive work environment, effective training and development programs, and constructive and continuous feedback.

Strengthening a positive and inclusive organizational culture is also important. Organizations should encourage values such as collaboration, transparency, and innovation to create a supportive and inspiring work environment (Torfing et al., 2020). Programs that increase job satisfaction, such as recognition of employee contributions, good work-life balance, and clear and open career development opportunities, should be a top priority (Saraih et al., 2019). This study has some limitations that need to be considered in the interpretation of the results. The cultural context or type of industry is specific, so the results may not be widely generalizable. The quantitative approach used in this study may not fully capture the nuances and complexities of the relationship between employee engagement, organizational culture, job satisfaction, and Organizational Citizenship Behavior (OCB). The importance of employee engagement, organizational culture, and job satisfaction in encouraging organizational citizenship behavior, which can ultimately improve organizational performance and effectiveness (Hermawan et al., 2020). Organizations that successfully create a work environment that supports employee engagement and a positive organizational culture, as well as ensuring high job satisfaction, will have employees who are more motivated and committed to contributing more to the organization's success.

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