

The Effect of Employee Engagement, Organizational Commitment, and Work Motivation on Organizational Citizenship Behavior

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Abstract

Organizational Citizenship Behavior (OCB) plays a vital role in enhancing organizational effectiveness, particularly in work environments that demand high collaboration and responsibility, making it important to understand the factors that encourage employees to engage in extra-role behaviors. This study aims to examine the effect of employee engagement, organizational commitment, and work motivation on OCB. Using a quantitative approach, data were collected through a structured questionnaire and analyzed using regression analysis to determine the influence of each independent variable. The findings indicate that employee engagement and work motivation have a positive and significant effect on OCB, showing that employees who feel psychologically involved in their work and are highly motivated tend to display stronger voluntary behaviors that support organizational goals. In contrast, organizational commitment does not have a significant effect on OCB, as the dominant form of commitment is continuance-based, which encourages employees to focus on formal job requirements rather than discretionary contributions. The study concludes that efforts to foster OCB should prioritize strengthening employee engagement and work motivation rather than relying solely on organizational commitment.

Keywords

Employee Engagement, Organizational Citizenship Behavior, Organizational Commitment, Work Motivation.

1. Introduction

PT Sahasrabhanu Cipta Karya (SBC) is an outsourcing company that has been operating since 1998 and has more than two decades of experience in providing professional outsourcing. The outsourcing services industry in Indonesia experienced an average growth of 15% per year in 2022–2024, indicating the increasing need for companies to have a flexible workforce to face increasingly competitive business dynamics. In conditions of intense competition, outsourcing companies like PT SBC are not only required to provide a large workforce but also ensure the quality of employee work behavior, one of which is through Organizational Citizenship Behavior (OCB). OCB plays a crucial role in improving work effectiveness, productivity, and the company's image in the eyes of clients (Kurniawan, 2015; Podsakoff et al., 2020).

Several factors influence OCB, including employee engagement, organizational commitment, and work motivation. Employee engagement describes employees' emotional, cognitive, and behavioral involvement in the organization and plays a role in improving performance, creativity, and loyalty (Inceoglu & Warr, 2011; Bakker et al., 2021; Saks, 2021). Ahmed et al. (2022) and Donni and Ganjar (2024) found that employee engagement has a significant influence on Organizational Citizenship Behavior (OCB), however, Schaufeli (2025) argued that excessive levels of engagement may reduce OCB due to emotional exhaustion.

Additionally, organizational commitment is essential for promoting extra-role conduct at work. Commitment is a psychological attachment that fosters employee loyalty and readiness to support organizational goals (Meyer & Allen, 2020; Mowday et al., 2021). High commitment generally increases service consistency, client satisfaction, and the likelihood of engaging in OCB (Allen et al., 2020; Riketta, 2021). However, other findings suggest that high commitment does not always increase OCB when work conditions are highly stressful (Schaufeli, 2010).

Furthermore, work motivation is a crucial factor influencing OCB because it relates to both internal and external drives that influence work behavior (Ryan & Deci, 2020; Robbins & Judge, 2022). Motivation, particularly intrinsic motivation, encourages voluntary behavior and extracurricular contributions such as OCB (Deci et al., 2017; Gagné et al., 2022). Widarko and Brotosuharto (2022) and Zhao et al. (2025) showed that intrinsic motivation has a positive effect on Organizational Citizenship Behavior (OCB), whereas Sunarto and Prabowo (2023) reported that financial incentive-based motivation does not always increase OCB in monotonous work conditions.

Initial observations and interviews with PT SBC management revealed variations in levels of engagement, commitment, and motivation that influence the quality of employee service to clients. Furthermore, inconsistencies in previous research findings suggest that empirical studies on factors influencing OCB are still relevant, particularly in the context of outsourcing companies. However, previous studies show inconsistent findings regarding the influence of employee engagement,

organizational commitment, and work motivation on organizational citizenship behavior, particularly in high-pressure outsourcing environments. Therefore, further empirical investigation is needed to clarify the role of these factors in shaping OCB. Therefore, this study aims to examine the understanding of how job motivation, organizational commitment, and employee engagement contribute to the improvement of OCB among PT Sahasrabhanu Cipta Karya employees.

2. Literature Review and Hypothesis Development

2.1. Employee Engagement and Organizational Citizenship Behavior

Employee engagement can be described as a positive psychological condition in which employees display strong enthusiasm, dedication, and active involvement in both their work and the organization (Saks, 2019). Numerous empirical studies have shown that employee engagement has a positive and significant influence on Organizational Citizenship Behavior (OCB), suggesting that employees who feel engaged are more likely to demonstrate voluntary behaviors that exceed formal job requirements. These behaviors include helping coworkers, maintaining harmonious interpersonal relationships, safeguarding the organization's reputation, and willingly contributing extra effort to ensure organizational success (Wibowo, 2016; Mackenzie et al., 2018). A strong emotional attachment to work encourages intrinsic motivation, leading employees to view their roles as meaningful and to contribute beyond what is formally expected.

Therefore, increasing employee engagement is widely regarded as an effective managerial strategy for strengthening OCB, fostering a supportive work climate, and enhancing overall organizational effectiveness and sustainability (Prihartini et al., 2024). In practice, employee engagement is reflected through several indicators, such as a strong sense of belonging to the organization, high levels of involvement in daily work activities, commitment to organizational goals, and a genuine desire to contribute more to organizational development. In addition, engagement is characterized by vigor, which refers to high energy and resilience at work, dedication marked by a sense of pride and significance, and absorption, defined as deep concentration and immersion in work tasks (Schaufeli, 2017; Vita & Setyowati, 2022).

H1: Employee engagement has a positive effect on organizational citizenship behavior.

2.2. Organizational Commitment and Organizational Citizenship Behavior

A human resource development program can be defined as a series of structured and systematic activities, including training, education, mentoring, job rotation, and career coaching, that are designed to continuously enhance employees' competencies, skills, and overall potential in line with organizational needs

(Nurmiati, 2024; Alifah & Sulistyarini, 2025). These programs are crucial in helping workers become more adept at fulfilling their jobs and adjusting to shifting demands. Organizational commitment has a positive and significant impact on OCB, according to prior empirical research, since individuals who exhibit great organizational commitment are more likely to exhibit discretionary actions that go beyond the obligations of their jobs.

These extra-role behaviors include voluntarily helping colleagues, fostering cooperation, maintaining harmonious working relationships, and supporting organizational policies and decisions without expecting direct rewards or recognition (Mackenzie et al., 2018). Among the dimensions of organizational commitment, affective commitment is considered the strongest predictor of OCB because it reflects employees' emotional attachment, identification, and involvement with the organization, which in turn encourages a sense of responsibility for organizational success (Prihartini et al., 2024). Organizational commitment is commonly reflected through several indicators, such as affective commitment, continuance commitment, and normative commitment, along with employees' willingness to internalize organizational values, actively participate in organizational activities, and maintain long-term membership within the organization (Schaufeli, 2017; Vita & Setyowati, 2022).

H2: Organizational commitment has a positive effect on organizational citizenship behavior.

2.3. Work Motivation and Organizational Citizenship Behavior

Work motivation can be understood as a psychological driving force that encourages individuals to act in a purposeful manner within the work context. It arises from a combination of internal factors such as personal needs, values, and individual characteristics and external factors, including work environment, organizational culture, and reward systems, which together shape the direction, intensity, and persistence of employees' work behavior (Kanfer et al., 2017). OCB is positively and significantly impacted by work motivation, according to prior empirical research, suggesting that motivated workers are more inclined to participate in activities that go beyond official job obligations.

Employees who are intrinsically motivated tend to display higher levels of voluntary behavior, such as taking initiative, proactively helping colleagues, complying with organizational norms, and maintaining ethical standards that support the long-term sustainability of the organization (Podsakoff et al., 2018; Prihartini et al., 2024). High levels of motivation also inspire workers to put in more effort and perseverance at work, especially in the face of difficulties or difficult assignments. In this context, work motivation is commonly reflected through several key indicators, including a strong desire to achieve, perseverance and resilience in completing work tasks, a sense of responsibility for job outcomes, clear goal

orientation, initiative in performing work activities, and overall satisfaction with the work itself (Schaufeli, 2017; Vita & Setyowati, 2022).

H3: Work motivation has a positive effect on organizational citizenship behavior.

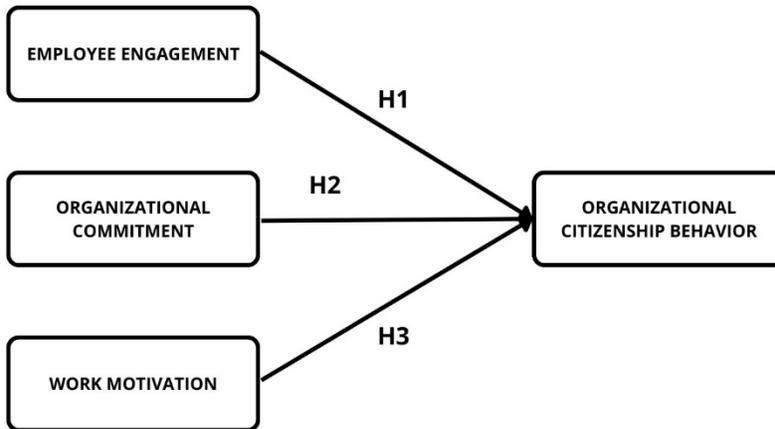


Figure 1. Conceptual Model

As illustrated in Figure 1, this study proposes a conceptual framework in which employee engagement, organizational commitment, and work motivation are positioned as independent variables that directly influence OCB. Employee engagement is hypothesized to have a positive effect on OCB (H1), reflecting the role of employees' emotional and cognitive involvement in encouraging extra-role behavior. Organizational commitment is proposed as the second predictor of OCB (H2), emphasizing employees' attachment and loyalty to the organization. Furthermore, work motivation is hypothesized to positively influence OCB (H3), indicating that motivated employees are more likely to engage in voluntary behaviors that support organizational effectiveness.

3. Methods

This study employs a quantitative research methodology that prioritizes the objective examination and testing of the suggested hypotheses through the use of numerical data (Sugiyono, 2019). In Yogyakarta, an organizational environment was used for the investigation. The two key sources of data were primary and secondary. In order to support the study, secondary data was obtained from official organizational documents, reports, and associated records, while primary data was obtained directly from respondents using a structured questionnaire disseminated via Google Form (Sugiyono, 2019). Using a purposive sampling technique, a sample of 128 respondents with a minimum of 10 years of work tenure was chosen from the

2,092 contract employees that made up the research population. This ensured that the respondents had enough experience and knowledge of organizational conditions.

A questionnaire intended to gauge job motivation, organizational commitment, employee engagement, and OCB was employed as the research tool. A five-point Likert scale, with 1 denoting “strongly disagree” and 5 denoting “strongly agree,” was used to gauge respondents’ agreement with each statement. In order to verify the accuracy and consistency of the instrument, data analysis was conducted in multiple stages, starting with validity and reliability testing and ending with traditional assumption tests. Additionally, the impact of job motivation, organizational commitment, and employee engagement on OCB was investigated using multiple linear regression analysis. The t-test was used to test hypotheses, and the model’s explanatory ability was evaluated using the coefficient of determination (R^2). To ensure methodical and trustworthy data processing, SPSS software was used for all statistical analyses.

4. Results

The gathered data was checked for accuracy and completeness before the results were presented. To make sure the data satisfied the criteria for regression analysis, the measurement tools underwent validity and reliability testing before being subjected to traditional assumption tests. The associations between the research variables were then investigated using multiple linear regression. The following part presents the findings of these analyses, which serve as the foundation for testing hypotheses.

Table 1. Validity and Reliability Test

Variable	Indicator	r count	r table	Cronbach Alpha	Conclusion
Employee Engagement	X1.1	0.601	0.1723	0.950	Valid & Reliable
	X1.2	0.449			
	X1.3	0.478			
	X1.4	0.338			
	X1.5	0.441			
	X1.6	0.457			
	X1.7	0.448			
Organizational Commitment	X2.1	0.642	0.1723	0.930	Valid & Reliable
	X2.2	0.504			
	X2.3	0.317			
	X2.4	0.324			
	X2.5	0.374			
	X2.6	0.401			
Work Motivation	X3.1	0.567	0.1723	0.930	Valid & Reliable
	X3.2	0.397			
	X3.3	0.491			

Variable	Indicator	r count	r table	Cronbach Alpha	Conclusion
Organizational Citizenship Behavior	X3.4	0.343	0.1723	0.945	Valid & Reliable
	X3.5	0.389			
	X3.6	0.361			
	Y.1	0.584			
	Y.2	0.537			
	Y.3	0.302			
	Y.4	0.633			
	Y.5	0.481			

According to the findings shown in Table 1, every statement item satisfies the validity requirements since all questionnaire indicators for every study variable have correlation coefficients (r count) that are higher than the critical value of r table (0.1723). This result validates the indicators' ability to measure organizational commitment, job motivation, employee engagement, and organizational citizenship behavior. Additionally, all variables have Cronbach's Alpha values greater than 0.70, indicating a high degree of internal consistency, according to the reliability test findings displayed in Table 1. Thus, it can be said that the measuring tools used in this study are adequate for use in additional statistical analysis and are both valid and reliable.

Table 2. Normality Test (Kolmogorov-Smirnov)

Component	Statistic	Value
Sample Size	N	128
Normal Parameters	Mean	0.000000294
	Std. Deviation	0.47975427
Most Extreme Differences	Absolute	0.220
	Positive	0.181
	Negative	-0.220
Test Statistic	Kolmogorov-Smirnov Z	0.220
Significance	Asymp. Sig. (2-tailed)	0.100

The Kolmogorov-Smirnov method's normality test findings, which are displayed in Table 2, reveal that the data are normally distributed. The Asymp. Sig. (2-tailed) value of 0.100, which is higher than the significance level of 0.05, serves as proof of this. Furthermore, the conclusion that the residuals do not significantly deviate from a normal distribution is supported by the test statistic value of 0.220. As a result, the data satisfy the normalcy assumption and are appropriate for additional regression analysis.

Table 3. Multicollinearity Test

Variable	Tolerance	VIF
X1	0.404	2.478
X2	0.343	2.914
X3	0.481	2.079

Multicollinearity test was then used to examine whether within the regression model there was a correlation between the independent variables. Table 3 show that all the independent variables had tolerance values greater than 0.1 and VIF values smaller than 10. It can thus be said that no multicollinearity occurred in each of the independent variables.

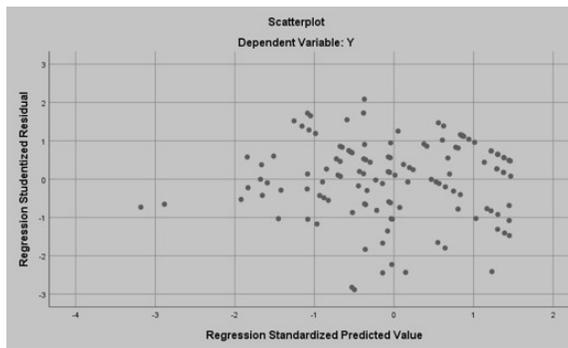


Figure 2. Heteroskedasticity test

The Glejser/Scatterplot diagram in Figure 2 illustrates how the points are dispersed erratically about the Y-axis on both the positive and negative sides of zero. Certain patterns, including waves, narrowing, and broadening, are imperceptible. Consequently, it can be concluded that the regression model used in this study shows no indications of heteroscedasticity.

Table 4. Multiple Linear Regression Analysis

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	0.539	0.294	—	1.831	0.070
Employee Engagement (X1)	0.262	0.098	0.240	2.663	0.009
Organizational Commitment (X2)	0.137	0.099	0.136	1.386	0.168
Work Motivation (X3)	0.482	0.083	0.479	5.795	0.000

$$Y = 0.539 + 0.240 X1 + 0.136 X2 + 0.479 X3 + e$$

The constant value of 0.539 in Table 4’s multiple regression results shows that, under the assumption that employee engagement (X1), organizational commitment (X2), and job motivation (X3) are all zero, the degree of job satisfaction would be 0.539. Additionally, employee engagement (X1) has a positive impact on job

satisfaction, as evidenced by its regression coefficient of 0.240, which indicates that a one-unit rise in employee engagement is linked to a 0.240-unit improvement in work happiness. With a regression value of 0.136, organizational commitment (X2) likewise exhibits a positive correlation with job satisfaction, suggesting that, albeit to a lower degree, greater organizational commitment leads to higher work satisfaction. With a regression value of 0.479, work motivation (X3) exhibits the largest positive relationship, indicating that every unit increase in work motivation results in a 0.479 unit increase in work satisfaction.

Table 5. Hypothesis Test

Variable	t-value	Sig. (p-value)	Decision Rule	Conclusion
Employee Engagement	2.663	0.009	$p < 0.05$	H ₁ Accepted
Organizational Commitment	1.386	0.168	$p > 0.05$	H ₂ Rejected
Work Motivation	5.795	0.000	$p < 0.05$	H ₃ Accepted

Several significant conclusions from this study’s hypothesis testing are revealed by the t-test results, which are compiled in Table 5. First, the test of Hypothesis 1 (H1) yields a t-value of 2.663 with a significance level of 0.009 ($p < 0.05$), meaning that the null hypothesis (H0₁) is rejected and the alternative hypothesis (Ha₁) is accepted. This finding demonstrates that OCB at PT Sahasrabhanu Cipta Karya is significantly impacted by employee engagement. Second, the alternative hypothesis (Ha₂) is rejected and the null hypothesis (H0₂) is accepted as a result of the test of Hypothesis 2 (H2), which produces a t-value of 1.386 and a significance value of 0.168 ($p > 0.05$). This result implies that OCB at PT Sahasrabhanu Cipta Karya is not statistically significantly impacted by organizational commitment. The alternative hypothesis (Ha₃) is accepted and the null hypothesis (H0₃) is rejected when the test of Hypothesis 3 (H3) yields a t-value of 5.795 with a significance value of 0.000 ($p < 0.05$). Thus, as shown in Table 5, work motivation has been shown to have a favorable and substantial impact on organizational citizenship behavior at PT Sahasrabhanu Cipta Karya.

Table 6. Coefficient Determination test

Statistic	Value
R	0.770
R Square	0.593
Adjusted R Square	0.583
Std. Error of the Estimate	0.48552

The determination coefficient test results in Table 6 show that the Adjusted R Square value is 0.583. This shows that 58.3% of the organizational citizenship behavior variable is accounted for by the employee engagement, organizational

commitment, and work motivation factors, with the remaining 41.7% being influenced by variables not included in this study model.

5. Discussion

According to the study's findings, PT Sahasrabhanu Cipta Karya employees' OCB is positively and significantly impacted by employee engagement. This result suggests that employees are more likely to engage in extra-role conduct when they are more engaged in their work. According to descriptive research, the key forces behind OCB such as supporting colleagues, upholding interpersonal ties, and exhibiting discipline are a sense of belonging to the organization and a motivation to contribute. Robijn et al. (2020) and Honnamane et al. (2024) report that highly engaged employees tend to demonstrate stronger voluntary behaviors that go beyond formal job requirements. Consistent with these conclusions, the current data show that employees who are more engaged are more likely to take discretionary activities that enhance overall performance and organizational success. Therefore, increasing engagement is a crucial strategy for strengthening service quality in the outsourcing industry, which demands high levels of collaboration and responsibility.

The study's findings show that among PT Sahasrabhanu Cipta Karya personnel, organizational dedication had no discernible impact on OCB. Despite the high level of organizational engagement, extra-role activity has not been encouraged by this commitment. This condition is influenced by the characteristics of commitment that is more continuance, namely commitment that arises from the need to maintain employment, income, and benefits, rather than from emotional attachment or a voluntary desire to contribute more. This finding is consistent with research by Chabib and Wahyuningsih (2022) which states that organizational commitment is not a determining factor for OCB in high-pressure work environments with routine workloads. A similar finding was emphasized by Helmi Sandy et al. (2024) that commitment does not always significantly influence OCB when job demands are high and the work structure is rigid, so that employees tend to focus on fulfilling primary tasks rather than demonstrating organizational citizenship behavior.

The study's findings show that among PT Sahasrabhanu Cipta Karya employees, work motivation significantly and favorably affects OCB. This result suggests that an employee's propensity to engage in voluntary extra-role behavior to enhance organizational effectiveness increases with their level of motivation. Descriptively, achievement motivation emerged as a dominant indicator that drives the emergence of OCB, where employees are driven to work optimally to achieve the best results and gain recognition. These results are consistent with previous research that confirms that high motivation is correlated with the emergence of voluntary behavior that supports organizational goals and that variations in motivation levels can influence the intensity of OCB displayed by employees (Hamzah et al., 2022; Susanti et al., 2025).

Based on the results, this study implies that improving OCB in the outsourcing industry context requires a stronger managerial focus on psychological and motivational factors rather than relying solely on formal attachment to the organization. Employee engagement and work motivation emerge as strategic levers that can foster voluntary behaviors such as cooperation, discipline, and proactive support, which are essential in labor-intensive and service-oriented environments. In contrast, organizational commitment that is predominantly continuance-based appears insufficient to stimulate extra-role behavior, indicating that job security alone does not encourage employees to exceed formal responsibilities. Therefore, from a research and practical perspective, these findings highlight the importance of designing human resource policies that cultivate meaningful work experiences, recognition systems, and intrinsic motivation to strengthen OCB and, ultimately, enhance organizational effectiveness and service quality.

6. Conclusion

Employee engagement has a positive and significant impact on OCB, according to the study's data analysis and discussion results. This suggests that higher levels of emotional attachment, dedication, and employee involvement increase the likelihood of voluntary behaviors that support the organization, whereas organizational commitment has no significant effect on OCB, indicating that commitment alone is not a determining factor in encouraging extra-role behavior. On the other hand, OCB is positively and significantly impacted by job motivation, indicating that more motivated workers typically exhibit better organizational citizenship behavior. These results suggest that companies should prioritize work motivation and employee engagement strategies because these factors are more important in encouraging discretionary behaviors that support organizational effectiveness, while commitment may not be enough to stimulate OCB if it lacks strong emotional and motivational underpinnings.

Despite these results, the study has a number of limitations, such as the use of a sample limited to contract workers with at least ten years of service, which restricts the results' applicability to workers with shorter tenure, and the model's explanatory power, which accounts for 58.3% of the variance in OCB, indicating a moderate level of influence. In order to provide a more thorough explanation of OCB, future research is advised to broaden the scope of respondents across various employment statuses and tenure levels as well as to include additional variables like leadership style, job stress, organizational culture, or perceived organizational support.

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