

THE INFLUENCE OF EMPLOYEE ENGAGEMENT AND NORMATIVE COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF CIVIL SERVANTS AT THE FOREST AREA AND ENVIRONMENTAL MANAGEMENT OFFICE REGIONAL III PONTIANAK

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Abstract. This study aims to examine the influence of Employee Engagement and Normative Commitment on Organizational Citizenship Behavior (OCB) among Civil Servants at the forest area and environmental management office regional III Pontianak. The underlying phenomenon of this study is the high level of absenteeism associated with poor work discipline, as well as how Employee Engagement and Normative Commitment can influence positive additional behavior beyond employees' formal duties. This study uses a quantitative approach with data obtained through interviews and the distribution of questionnaires to all employees in the office. The population in this study consists of 36 civil servants at the forest area and environmental management office regional III Pontianak. The sampling technique used was saturated sampling, where all members of the population were included in the sample. The analysis methods used were multiple linear regression, double correlation coefficient analysis (R), coefficient of determination, simultaneous test (F-test), and partial test (t-test). The results of the study indicate that Employee Engagement and Normative Commitment have a strong relationship with Organizational Citizenship Behavior. The F-test results show that Employee Engagement and Normative Commitment have a significant simultaneous effect on OCB. The t-test results show that Employee Engagement and Normative Commitment partially have a positive and significant effect on Organizational Citizenship Behavior (Y). Based on the results of this study, it is recommended that organizations focus on increasing Employee Engagement and strengthening Normative Commitment to create positive behavior that has a direct impact on performance and harmony within the organization.

keywords: employee engagement; normative commitment; organizational citizenship behavior

I. INTRODUCTION

Ministry of Environment and Forestry, During the administration of President Joko Widodo, the Ministry of Forestry was merged with the Ministry of Environment to become the Ministry of Environment and Forestry. Pursuant to Presidential Regulation No. 92 of 2020, the Ministry of Environment and Forestry is tasked with administering government affairs in the fields of environment and forestry to assist the President in governing the state, and serves as the central office of the Forest Area Consolidation and Environmental Planning Office for Region III in the city of Pontianak.

The Forest Area Consolidation and Environmental Planning Office for Region III in Pontianak is a Technical Implementation Unit under the authority of the Director General of Forest Planning and Environmental Planning. In its implementation, the Forest Area Consolidation and Environmental Planning Office for Region III serves as a supporting unit for the Ministry of Environment and Forestry in the field of forest planning and environmental planning at the regional level. The Forest Area Consolidation and

Environmental Planning Office for Region III of Pontianak was established based on the Decree of the Minister of Forestry No. 6188/Kpts-II/2002 dated July 10, 2002, as amended by the Regulation of the Minister of Forestry No. P.25/Menhut-II/2007 and updated by Ministry of Environment and Forestry Regulation No. 18 of 2022 dated July 26, 2022, regarding the Organization and Operational Procedures of the Forest Area Consolidation and Environmental Planning Office (BPKHTL), is a Technical Implementation Unit responsible for forest area consolidation and environmental planning, and is accountable to the Director General of Forest Planning and Environmental Management.

The working area of the Forest Area Consolidation and Environmental Management Office Region III Pontianak covers the entire province of West Kalimantan. The Forest Area Consolidation and Environmental Management Office has the main tasks of confirming forest areas, preparing regional forestry planning materials, preparing data on changes in forest area functions and designations, verifying data and information on environmental impact assessment systems, and managing data and information on forest and environmental resources.

The number of staff at the Forest Area Consolidation and Environmental Planning Office Region III Pontianak can be seen in Table 1.1 below:

TABLE 1.1
NUMBER OF EMPLOYEES BY DEPARTMENT IN 2025

No	Sub-position	Civil servant	Non-civil servant	Total
1	Head of Office	1	-	1
2	Subdivision of Administration	8	-	8
3	Forest Resources and Forest Area Planning Section	17	-	17
4	Forest Resources and Environmental Management Section	11	-	11
Total		37	-	37

Source: BPKHTL Region III Pontianak, 2024

Based on Table 1.1, it shows that most civil servants work in the Forest Resources and Forest Area Planning Section, with 17 employees, and the Forest Resources and Environmental Management Section, with 11 employees.

The working hours of employees at the Forest Area Consolidation and Environmental Management Office Region III Pontianak are Monday to Friday. On Monday to Thursday, they start work at 07:30 – 16:30 WIB, while on Friday they start work at 07:30 – 16:30 WIB with a break from 11:00 – 12:30 WIB.

For employee attendance at the Forest Area Consolidation and Environmental Management Office III Pontianak, an online attendance application called SIKADIR is used. This application was developed to integrate employee attendance, enhance transparency, and support the E-performance system. To use the SIKADIR online attendance system, employees must log in using their Employee Identification Number (NIP) and ensure that the time and location are recorded correctly, as the system will record the location when employees clock in/out.

For employee attendance at the Forest Conservation and Environmental Planning Office, Regional III Pontianak, an online attendance application called SIKADIR is used. This application was developed to integrate employee attendance data, enhance transparency, and support the E-performance system. To use the SIKADIR online attendance system, employees must log in using their Employee Identification Number (NIP) and ensure that the time and location are accurately recorded, as the system will track the location when employees check in and out.

Based on data collected from employee attendance at the Forest Conservation and Environmental Planning Office, Regional III Pontianak, over the past three years (2021-2023), the absenteeism rate decreased by 21.43% in 2022 and decreased again by 20.43% in 2023. In 2021, employees were absent from work due to the COVID-19 pandemic. In 2022 and 2023, employee absenteeism was attributed to family events,

accompanying sick family members, urgent matters such as the death of a family member, assisting their partner during childbirth, accidents, and other personal reasons.

The purpose of this study is to determine the effect of Employee Engagement and Normative Commitment on Organizational Citizenship Behavior (OCB) at the Forest Area Consolidation and Environmental Management Office Region III Pontianak City.

Absenteeism is closely related to work discipline, which is reflected in high attendance rates and low absenteeism rates. The following are the results of several studies on discipline related to the variables Employee Engagement (X1), normative commitment (X2), and Organizational Citizenship Behavior (OCB) (Y).

According to the results of research by [1], there is a significant influence of employee engagement on employee work discipline. According to the results of research by [2], organizational commitment has a positive effect on work discipline. According to the results of research by [3], work discipline has a positive and significant influence on Organizational Citizenship Behavior (OCB).

The average performance rating of civil servants at the BPKHTL Region III Pontianak over a three-year period in 2021 still used numerical scores, while in 2022-2023, performance evaluations were based on achievement of expected outcomes. The average performance rating of civil servants at the Forest Area Consolidation and Environmental Management Agency (BPKHTL) Region III Pontianak indicates that employee performance meets expectations at 98.5%, with a “good” rating reflecting dedication and professionalism in performing their duties. The work performance scores of civil servants at the Forest Area Consolidation and Environmental Management Office Region III Pontianak for the years 2022-2023 show that the majority of civil servants at the Forest Area Consolidation and Environmental Management Office Region III received a “good” rating in 2022, with a score of 97.30%, and in 2023, all employees of the Forest Area Consolidation and Environmental Planning Office for Region III received a “good” rating, amounting to 100%.

Based on interviews conducted with the Head of the Administrative Section, Mrs. Mully Endah Pratiwi, S.Hut., M.Ec.Dev, MA, it was stated that the staff of the Forest Area Consolidation and Environmental Planning Office for Region III in Pontianak are understaffed, resulting in existing staff having to perform tasks outside their primary duties based on Decision Letter (SK) No. 1097, the Forest Area Consolidation and Environmental Planning Office requested an additional 90 staff members, but the recruitment of staff will not be the same for each position, depending on central government priorities. The requested positions have been submitted but have not been approved for the recruitment of new civil servants. For example, in the Administrative Affairs Department, the Human Resources Management section should have two staff members, but only one person is handling both administrative and functional duties. Additionally, there are sections for planning, finance, assisting with SPJ corrections, and monitoring and evaluating programs. This indicates the presence of

Organizational Citizenship Behavior (OCB) among the staff.

Human resource management is the process of addressing various issues within the scope of employees, workers, managers, and other laborers to support organizational activities in order to achieve predetermined goals [4]. Human resources play a crucial role in organizational success. High-quality human resources help organizations achieve their goals, so their management must be carefully considered in terms of availability and capability. The success of an organization or group depends on the quality of the human resources involved within the organizational framework, whether in the public or private sector [5].

Employee engagement refers to individuals who are psychologically present both physically and mentally, feel the workplace atmosphere, are connected to their work and workplace, are integrated with their work and workplace, and are focused on completing the roles assigned by the organization and achieving high performance at work [6]. According to Schaufeli, Salanova, Roma, and Baker, in [6], the indicators of employee engagement are vigor (employee enthusiasm), dedication (employee commitment), and absorption (employee absorption).

Normative commitment as a feeling of obligation on the part of employees to remain in an organization because of a sense of indebtedness to the organization Meyer & Allen in [7]. This commitment is often associated with relationship stability, both in professional and social contexts, because individuals feel compelled to maintain these relationships for moral or normative reasons. Organizational commitment is the level of trust and acceptance of employees toward the organization's goals Mathis & Jackson in [7]. When employees lack commitment to the organization, they will work indifferently and be unable to produce high performance, ultimately leading them to leave the organization, either voluntarily or through termination by the company. According to [7] indicators of normative commitment include the willingness to work and the responsibility to advance the organization.

Organizational Citizenship Behavior (OCB) is employee behavior aimed at improving the effectiveness of company performance without neglecting individual productivity goals Organ in [8]. The focus of this concept is to identify employee behavior that is often measured using traditional employee performance measurement tools.

Based on research conducted by [9], it shows that organizational commitment and employee engagement have a positive effect on Organizational Citizenship Behavior (OCB). Research conducted by [10], shows that employee engagement has a significant positive influence between employee engagement and Organizational Citizenship Behavior (OCB). Research conducted by [11], shows that organizational commitment with normative commitment indicators has a significant positive influence on Organizational Citizenship Behavior (OCB).

Based on the background above, the author is interested in conducting research with the title The Influence of Employee Engagement and Normative Commitment on Organizational Citizenship Behavior (OCB) of Civil Servants at the Forest

Area Consolidation and Environmental Management Office III in Pontianak City.

II. RESEARCH METHOD

This study uses associative research. Associative/correlational research is research that aims to determine the relationship between two or more variables. With this research, a theory can be developed that can be used to explain, predict, and control a phenomenon in the study [12]. This study aims to determine the relationship between Employee Engagement (X1) and Normative Commitment (X2) on Organizational Citizenship Behavior (OCB) (Y).

The data collection techniques used in this study involve primary and secondary data. Primary data is data collected directly by the researcher from the first source or the object of the research [12]. Primary data in this study were obtained through interviews and the distribution of questionnaires using Google Forms with closed-ended questions using a 1-5 Likert scale. The questionnaires were distributed to all employees at the Forest Area Consolidation and Environmental Management Office III in Pontianak City. Secondary data is data published or used by an organization other than the data collector [12]. Secondary data in this study includes: the number of employees, the number of absences, the number of work performance scores, and the number of labor shortages at the Forest Area Consolidation and Environmental Planning Office III Pontianak. The research population is the totality of research objects, which can be humans, animals, plants, air, phenomena, values, events, attitudes, and so on [12].

The population in this study consists of all civil servants (PNS) except the head of the office at the Forest Area Consolidation and Environmental Management Office III in Pontianak, totaling 36 people. A sample is a procedure for collecting data, where only a portion of the population is selected and used to determine the desired characteristics and traits of a population [12]. This study uses saturated sampling because all members of the population are included in the sample. The sample in this study consists of all civil servants (PNS) except the head of the office at the Forest Area Consolidation and Environmental Planning Office for Region III Pontianak in 2025, totaling 36 employees.

In this study, the variables used are independent variables (X) and dependent variables (Y), as follows: The independent variables in this study are Employee Engagement (X1) and Normative Commitment (X2). The dependent variable in this study is Organizational Citizenship Behavior (OCB) (Y). The measurement scale in this study is the Likert scale with five answer choices using the Likert scale [12].

The research instruments were first tested for validity using Pearson's Product Moment correlation technique, with the stipulation that an item was considered valid if the correlation coefficient value was > 0.3 , greater than the table value of r , and the significance value was ≤ 0.05 [12]. Next, reliability testing was conducted using Cronbach's Alpha method, where a variable is considered reliable if the alpha coefficient value is > 0.6 [12]. After the instruments were declared valid and reliable, the data were analyzed using a series of classical assumption

tests, including: (1) normality test using the Kolmogorov-Smirnov method to ensure that the data is normally distributed (data is considered normal if the significance is > 0.05) [13]; (2) linearity test using the Test for Linearity to see whether the relationship between the independent and dependent variables is linear (the relationship is considered linear if the linearity significance is < 0.05 and the deviation for linearity is > 0.05) [13]; and (3) multicollinearity test to ensure that there is no high correlation between independent variables (multicollinearity does not occur if the VIF value is < 10 and Tolerance > 0.1) [13]. Next, multiple linear regression analysis was performed to determine the simultaneous effect of X_1 and X_2 on Y [12], with the regression formula: $Y = a + b_1X_1 + b_2X_2$. The analysis was continued with the calculation of the multiple correlation coefficient (R) to determine the strength of the relationship between variables, and the coefficient of determination (R^2) to measure the contribution of independent variables to the dependent variable. To test the significance of the combined influence, a simultaneous test (F-test) was used, while a partial test (t-test) was used to measure the influence of each independent variable on the dependent variable separately. All tests were conducted using SPSS version 20 software, with a significance level of $\alpha = 0.05$.

III. RESULTS AND DISCUSSION

Validity Test

The validity test was conducted to determine the validity level of a questionnaire instrument. The validity test was performed by correlating all statement or question item scores, then comparing the test results (calculated r) with the table r value [12]. The r table value can be obtained using the formula $df = n$ (sample size) - 2 = 36 - 2 = 34, with a significance level of 0.05, resulting in an r table value of 0.329. The results of the validity test for each statement in the variable can be seen in Table 3.1 below:

TABLE 3.1 VALIDITY TEST RESULTS

Variable	Indicator	r value	r tabel	Description
Employee Engagement (X1)	X1.1	0.645	0,329	Valid
	X1.2	0.728		
	X1.3	0.745		
	X1.4	0.698		
	X1.5	0.574		
	X1.6	0.446		
	X1.7	0.538		
	X1.8	0.620		
	X1.9	0.718		
	X1.10	0.770		
	X1.11	0.684		
	X1.12	0.674		
Normative Commitment (X2)	X2.1	0.721	0,329	Valid
	X2.2	0.686		
	X2.3	0.571		
	X2.4	0.715		
	X2.5	0.576		
	X2.6	0.604		
Organizational Citizenship Behavior (Y)	Y1.1	0.582	0,329	Valid
	Y1.2	0.418		
	Y1.3	0.563		
	Y1.4	0.710		
	Y1.5	0.588		
	Y1.6	0.663		
	Y1.7	0.805		
	Y1.8	0.804		
	Y1.9	0.771		
	Y1.10	0.749		

Source: Processed Data, 2025

Based on the validity test results in Table 3.1 above, it is known that all items of Employee Engagement (X_1), Normative Commitment (X_2), and Organizational Citizenship Behavior (Y) in the questionnaire have a calculated r value $> r$ table of 0.329. Thus, all items in this study can be declared valid.

Reliability Test

Reliability testing was conducted to determine the level of reliability of a statement in a questionnaire as a measuring instrument. Reliability testing in this study used Cronbach's Alpha method, whereby an item can be considered reliable if it has a Cronbach's Alpha significance value of 0.60 [12]. The results of the reliability testing of all variables can be seen in Table 3.2 below:

TABLE 3.2
RELIABILITY TEST RESULTS

Variable	Cronbach's Alpha	Description
Employee Engagement (X1)	0.879	Reliable
Normative Commitment (X2)	0.720	
Organizational Citizenship Behavior (Y)	0.861	

Source: Processed Data, 2025

Based on the reliability test results in Table 3.2 above, it can be seen that Cronbach's Alpha values for all variables are greater than 0.60. Thus, it can be concluded that all items measuring the variables Employee Engagement (X_1), Normative Commitment (X_2), and Organizational Citizenship Behavior (Y) are reliable.

CLASSICAL ASUMPTION TEST

Normality Test

Based on the results of the analysis using SPSS, the normality test results can be seen in Table 3.3 below:

TABLE 3.3
NORMALITY TEST RESULTS

Test	Value
N (Sample)	36
Test Statistic	.041
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2025

Based on the normality test results in Table 3.3 above, it can be seen that the test results have an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05. Therefore, it can be concluded that the data in this study is normally distributed.

Linearity Test

Based on the results of the analysis using SPSS, the linearity test results can be seen in Table 3.4 below:

TABLE 3.4
LINEARITY TEST RESULTS

Variable	Linearity	Description
Organizational Citizenship Behavior * Employee Engagement	0,000	Linear
Organizational Citizenship Behavior * Normative Commitment	0,000	Linear

Source: Processed Data, 2025

Based on the linearity test results in Table 3.4 above, it can be seen that the significance value of linearity between the variables. Employee Engagement (X1), Normative Commitment (X2) and Organizational Citizenship Behavior (Y) is $0.000 < 0.05$, meaning that there is a linear relationship between the variables.

Multicollinearity Test

Based on the results of the analysis using SPSS, the results of the multicollinearity test can be seen in Table 3.5 below:

TABLE 3.5
MULTICOLLINEARITY TEST RESULTS

Variable	Tolerance	VIF
Employee Engagement (X1)	.702	1.424
Normative Commitment (X2)	.702	1.424

Dependent Variable: Organizational Citizenship Behavior

Source: Processed Data, 2025

Based on the results of the multicollinearity test in Table 3.5 above, it is known that the Employee Engagement (X1) and Normative Commitment (X2) variables have a Tolerance value of 0.702, which is greater than 0.10. The Employee Engagement (X1) and Normative Commitment (X2) variables also have a VIF value of 1.424, which is less than 10.00. Therefore, it can be concluded that there is no multicollinearity between the two independent variables.

MULTIPLE LINEAR REGRESSION ANALYSIS

Multiple linear regression analysis was used to determine the state (increase or decrease) of the dependent variable, if two or more independent variables were used as predictors [12]. Based on the results of the analysis using SPSS, the regression coefficients obtained are shown in Table 3.6 below:

TABLE 3.6
MULTIPLE LINEAR REGRESSION TEST RESULTS

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	2.303	8.480	.000
Employee Engagement (X1)	.430	2.770	.009
Normative Commitment (X2)	.200	2.367	.024

Dependent Variable: Organizational Citizenship Behavior

Source: Processed Data, 2025

Based on Table 3.6 and referring to the multiple linear regression coefficient equation, the following results were obtained:

$$Y = 2,303 + 0,430X1 + 0,200X2$$

a. Constant (a) is 2.303, which means that if the variables Employee

Engagement (X1) and Normative Commitment (X2) are zero, then Organizational Citizenship Behavior (Y) will increase by 2.303.

b. The coefficient of Employee Engagement (X1) is 0.430 and is positive, meaning that if Employee Engagement increases, then Organizational Citizenship Behavior will increase by 0.430, assuming that the independent variables remain constant.

c. The Normative Commitment (X1) coefficient has a value of 0.220 and is positive, meaning that if Normative Commitment increases, Organizational Citizenship Behavior will increase by 0.200 assuming the independent variables remain constant.

CORRELATION COEFFICIENT TEST AND COEFFICIENT OF DETERMINATION (R²)

The correlation coefficient is used to determine the strength of the relationship between two or more variables, which can also determine the direction of the relationship between the two variables. The technique used is Product Moment correlation [12]. The results of the correlation coefficient test can be seen in Table 3.7 below:

TABLE 3.7
CORRELATION AND DETERMINATION COEFFICIENT (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706 ^a	.498	.468	0.47998

Source: Processed Data, 2025

Based on the results of the correlation coefficient test in Table 3.7 above, it can be seen that the correlation coefficient (R) value is 0.706, meaning that there is a strong relationship between Employee Engagement and Normative Commitment towards Organizational Citizenship Behavior, as the value is in the interval of 0.60-0.799.

Based on the results of the coefficient of determination (R²) test in Table 3.7 above, it can be seen that the R-Square value is 0.498, which means that the Employee Engagement and Normative Commitment variables in explaining their influence on Organizational Citizenship Behavior is 49.8% ($1 \times 0.498 \times 100\%$), while the remaining 50.2% is influenced by other variables outside this study.

SIMULTANEOUS TEST (F TEST)

Based on the results of simultaneous hypothesis testing (F-test) using SPSS, the simultaneous test results can be seen in Table 3.8 below:

TABLE 3.8
SIMULTANEOUS TEST RESULTS (F TEST)

Model	Sum of Squares	Mean Square	F	Significance
Regression	7.545	3.772	16.375	.000 ^b
Residual	7.603	.230		

Dependent Variable: Organizational Citizenship Behavior

Predictors: (Constant), Normative Commitment, Employee Engagement

Source: Processed Data, 2025

Based on the simultaneous test results (F test) in Table 3.8 above, the calculated f value is $16.375 > f$ table 3.28 and the significance value is $0.000 < 0.05$. Thus, it can be concluded that the variables Employee Engagement and Normative Commitment simultaneously have a positive and significant effect on Organizational Citizenship Behavior.

PARTIAL TEST (t Test)

Based on the results of partial hypothesis testing (t-test) using SPSS, the partial test results can be seen in Table 3.9 below:

TABLE 3.9
PARTIAL TEST RESULTS (T TEST)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	2.303	8.480	.000
Employee Engagement (X1)	.430	2.770	.009
Normative Commitment (X2)	.200	2.367	.024

Dependent Variable: Organizational Citizenship Behavior

Source: Processed Data, 2025

Based on the partial hypothesis testing (t-test) in Table 3.9 above, the calculated t-value will be compared with the t-table value. The t-table value is 1.690. The results of the partial t-test in Table 9 can be explained as follows:

1. The calculated t-value for the Employee Engagement (X1) variable is $2.770 >$ the table t-value of 1.690 and the significance value is $0.009 < 0.05$, so it can be concluded that the Employee Engagement (X1) variable partially has a positive and significant effect on Organizational Citizenship Behavior (Y). This finding is in line with [14], who found that employee engagement has a positive and significant effect on employees' Organizational Citizenship Behavior; the higher the level of employee engagement, the higher the level of Organizational Citizenship Behavior among employees. Employee engagement toward organizational citizenship behavior indicates that, statistically, employee engagement has a positive and significant influence on organizational citizenship behavior [15]. Partially, employee engagement has a significant influence on Organizational Citizenship Behavior [16].
2. The calculated t-value for the Normative Commitment variable (X2) is $2.367 >$ the table t-value of 1.690 and has a significance level of $0.024 < 0.05$. Therefore, it can be concluded that the Normative Commitment variable (X2) has a positive and significant partial effect on Organizational Citizenship Behavior (Y). Employees with high normative commitment feel a moral or ethical obligation to continue working and contributing to the organization because they feel indebted or responsible for the organization's success. This motivates them to demonstrate OCB, such as helping colleagues, maintaining the work environment, and providing additional contributions beyond their job responsibilities.

IV. CONCLUSIONS

The validity test results indicate that all questionnaire items have a calculated r value $>$ table r of 0.329, so all statements in this study can be declared valid. Meanwhile, the reliability test using Cronbach's Alpha shows that all variables tested have a value greater than 0.60, indicating that each indicator in the variable is reliable in describing the characteristics being measured. Based on the results of the correlation coefficient test shown in Table 9, a correlation coefficient (R) of 0.706 was obtained. This figure indicates a fairly strong relationship between the variables of Employee Engagement and Normative Commitment towards Organizational Citizenship Behavior. The value of 0.706 is in the range of 0.60 to 0.799, which indicates that the relationship between these three variables is at a significant level of strength. In this context, this means that the higher the level of Employee Engagement and Normative Commitment possessed by employees, the greater the likelihood that they will exhibit better Organizational Citizenship Behavior. From the results of the f test, it can be concluded that the variables Employee Engagement and Normative Commitment simultaneously have a positive and significant influence on Organizational Citizenship Behavior. From the t test, it was found that Employee Engagement (X1) and Normative Commitment (X2) partially have a positive and significant influence on Organizational Citizenship Behavior (Y). These findings provide a clear picture that organizations should focus their attention on increasing Employee Engagement and strengthening Normative Commitment to create positive behavior that directly impacts performance and harmony within the organization. For further research, it is recommended to expand the scope of the study by including more variables that can influence Organizational Citizenship Behavior, such as leadership, motivation, or organizational culture. The addition of these variables will provide a more comprehensive picture of the factors that influence employee behavior beyond their formal duties. In addition, it is recommended that the sample size be expanded to include companies from sectors other than those covered in this study. This will provide more generalizable results and greater benefits for researchers and practitioners in the field of human resource management.

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