

Work Engagement and Organizational Commitment as Predictors of Organizational Citizenship Behavior

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 <https://doi.org/10.31004/jerkin.v5i1.7537>

ARTICLE INFO

Article history:

Received: 30 Jul 2026

Revised: 05 Aug 2026

Accepted: 11 Aug 2026

Kata Kunci:

Perilaku
Kewarganegaraan
Organisasi; Keterikatan
Kerja; Komitmen
Organisasi; Perilaku
Karyawan; Psikologi
Organisasi.

Keywords:

Organizational
Citizenship Behavior;
Work Engagement;
Organizational
Commitment;
Employee Behavior;
Organizational
Psychology.

ABSTRACT

Organizational Citizenship Behavior (OCB) diakui sebagai faktor penting yang meningkatkan efektivitas organisasi dengan mendorong karyawan untuk melakukan perilaku sukarela di luar tanggung jawab pekerjaan formal mereka. Penelitian sebelumnya telah menunjukkan bahwa keterikatan kerja (work engagement) dan komitmen organisasi berkontribusi terhadap kesediaan karyawan untuk menunjukkan OCB; namun, bukti empiris masih terbatas dalam konteks organisasi pascapandemi. Penelitian ini bertujuan untuk mengkaji pengaruh keterikatan kerja dan komitmen organisasi terhadap Organizational Citizenship Behavior pada karyawan. Desain penelitian kuantitatif kausal-komparatif digunakan dengan melibatkan 92 karyawan tetap yang dipilih melalui teknik *simple random sampling* dari populasi sebanyak 125 karyawan. Data dikumpulkan menggunakan skala psikologis terstandar yang mengukur Organizational Citizenship Behavior, Keterikatan Kerja, dan Komitmen Organisasi. Data yang terkumpul dianalisis menggunakan regresi linear berganda setelah memenuhi asumsi normalitas dan linearitas. Hasil penelitian menunjukkan bahwa keterikatan kerja memiliki pengaruh positif yang signifikan terhadap Organizational Citizenship Behavior. Komitmen organisasi juga secara signifikan memprediksi Organizational Citizenship Behavior. Selain itu, analisis simultan menunjukkan bahwa keterikatan kerja dan komitmen organisasi secara bersama-sama memberikan kontribusi yang signifikan terhadap Organizational Citizenship Behavior. Temuan ini mengindikasikan bahwa karyawan yang menunjukkan tingkat keterikatan kerja yang lebih tinggi dan komitmen organisasi yang lebih kuat cenderung melakukan perilaku sukarela yang mendukung efektivitas organisasi di luar tuntutan pekerjaan formal mereka. Penelitian ini menyoroti pentingnya membangun ikatan psikologis karyawan terhadap pekerjaan maupun organisasi melalui praktik sumber daya manusia yang suportif guna mendorong perilaku *extra-role* yang positif dan meningkatkan kinerja organisasi.

Organizational Citizenship Behavior (OCB) is recognized as an important factor that enhances organizational effectiveness by encouraging employees to perform discretionary behaviors beyond their formal job responsibilities. Previous studies have demonstrated that work engagement and organizational commitment contribute to employees' willingness to exhibit OCB; however, empirical evidence remains limited in post-pandemic organizational settings. This study aimed to examine the influence of work engagement and organizational commitment on Organizational Citizenship Behavior among employees. A quantitative causal-comparative research design was employed involving 92 permanent employees selected through simple random sampling from a population of 125 employees. Data were collected using standardized psychological scales measuring Organizational Citizenship Behavior, Work Engagement, and Organizational Commitment. The collected data were analyzed using multiple linear regression after satisfying the assumptions of normality and linearity. The findings revealed that work engagement had a significant positive effect on Organizational Citizenship Behavior. Organizational commitment also significantly predicted Organizational Citizenship Behavior. Furthermore, the simultaneous analysis demonstrated that work engagement and organizational commitment jointly contributed significantly to



Organizational Citizenship Behavior. These findings suggest that employees who demonstrate higher levels of work engagement and stronger organizational commitment are more likely to perform voluntary behaviors that support organizational effectiveness beyond their formal job requirements. The study highlights the importance of fostering employees' psychological attachment to both their work and organization through supportive human resource practices to encourage positive extra-role behaviors and improve organizational performance.



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How to Cite: Marhisar Simatupang, et al. (2026), Work Engagement and Organizational Commitment as Predictors of Organizational Citizenship Behavior, 5(1). <https://doi.org/10.31004/jerkin.v5i1.7537>

INTRODUCTION

Organizational Citizenship Behavior (OCB) has become one of the most widely studied constructs in organizational psychology because it reflects employees' voluntary behaviors that extend beyond formal job requirements and contribute to organizational effectiveness. Employees who exhibit OCB willingly assist coworkers, maintain harmonious interpersonal relationships, comply with organizational regulations, and actively participate in organizational activities without expecting formal rewards. Although these behaviors are not formally recognized within performance evaluation systems, they play a crucial role in improving organizational efficiency, teamwork, and long-term organizational performance (Organ, 1988; Podsakoff et al., 2000). Consequently, organizations increasingly recognize OCB as an essential behavioral resource for maintaining organizational competitiveness in dynamic business environments.

In today's rapidly changing workplace, organizations are expected not only to achieve high levels of productivity but also to cultivate employees who are willing to contribute beyond their prescribed responsibilities. The post-pandemic work environment has accelerated organizational changes, including digital transformation, flexible work arrangements, and increasing job demands, requiring employees to demonstrate greater adaptability and proactive behavior. Under these circumstances, discretionary behaviors such as Organizational Citizenship Behavior become increasingly valuable because they facilitate collaboration, organizational resilience, and sustainable performance (Bakker & Albrecht, 2018; Fan et al., 2023).

Among the psychological factors associated with OCB, work engagement has consistently emerged as one of the strongest predictors. Work engagement refers to a positive and fulfilling work-related psychological state characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Employees with high work engagement invest substantial physical, emotional, and cognitive resources in their work, allowing them to perform enthusiastically while voluntarily contributing beyond their formal job descriptions. Previous studies have demonstrated that engaged employees tend to display higher helping behavior, stronger collaboration, better task performance, and greater Organizational Citizenship Behavior (Bakker & Albrecht, 2018; Kossyva et al., 2023). Therefore, organizations that successfully foster work engagement are more likely to benefit from employees who willingly contribute to organizational success beyond contractual obligations.

Another important antecedent of Organizational Citizenship Behavior is organizational commitment. Organizational commitment reflects an employee's psychological attachment to the organization and the desire to maintain organizational membership (Meyer & Allen, 1991). Employees with strong organizational commitment generally identify with organizational goals, internalize organizational values, and demonstrate greater loyalty toward their workplace. Meyer and Allen (1991) conceptualized organizational commitment into three dimensions, namely affective commitment, continuance commitment, and normative commitment. These dimensions explain why committed employees are more likely to perform voluntary behaviors that support organizational objectives even when such behaviors are not explicitly required. Empirical evidence consistently indicates that organizational commitment positively influences Organizational Citizenship Behavior across various occupational settings (Darmawan & Satrya, 2018; Jufrizen et al., 2023).

Although numerous studies have examined the relationships between work engagement, organizational commitment, and Organizational Citizenship Behavior, several important research gaps

remain. First, many previous studies have investigated these variables separately, while relatively few studies have simultaneously examined the contribution of work engagement and organizational commitment in explaining Organizational Citizenship Behavior within a single predictive model. Second, recent organizational changes following the COVID-19 pandemic have altered employees' work experiences, making it necessary to re-examine the psychological factors associated with extra-role behavior. Recent literature also recommends extending empirical investigations on Organizational Citizenship Behavior by integrating multiple psychological antecedents across different organizational contexts (Kossyva et al., 2023; Fan et al., 2023).

Understanding the simultaneous influence of work engagement and organizational commitment provides important theoretical and practical implications. From a theoretical perspective, this study contributes to the organizational psychology literature by providing additional empirical evidence regarding the combined role of two important psychological resources in predicting Organizational Citizenship Behavior. From a practical perspective, the findings may assist organizational leaders and human resource practitioners in designing intervention programs that enhance employees' engagement and organizational commitment, thereby encouraging positive discretionary behaviors that improve organizational effectiveness.

Based on the theoretical framework and previous empirical findings, the present study aims to examine the individual and simultaneous effects of work engagement and organizational commitment on Organizational Citizenship Behavior. It is expected that employees with higher levels of work engagement and stronger organizational commitment will demonstrate greater Organizational Citizenship Behavior, thereby contributing to improved organizational performance and effectiveness.

METHOD

This study employed a quantitative approach using a causal-comparative research design to examine the effects of work engagement and organizational commitment on Organizational Citizenship Behavior (OCB). The research was conducted at a manufacturing company in Indonesia. The population consisted of 125 permanent employees working in one of the company's production departments. Using a probability sampling technique with simple random sampling, 92 employees were selected as research participants. This sampling technique ensured that every employee had an equal opportunity to be included in the study, thereby minimizing sampling bias.

Data were collected using three self-report questionnaires administered in the Indonesian language. Organizational Citizenship Behavior was measured using a scale developed based on the five dimensions proposed by Muhdar (2015), namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Work engagement was measured using a scale based on the three-dimensional model developed by Schaufeli et al. (2002), comprising vigor, dedication, and absorption. Organizational commitment was assessed using a scale adapted from Meyer and Allen's (1991) Three-Component Model, which includes affective commitment, continuance commitment, and normative commitment. Prior to the main study, all research instruments were evaluated through expert judgment for content validity, followed by item analysis and reliability testing. The results indicated that the instruments demonstrated satisfactory psychometric properties and were suitable for data collection.

Data collection was conducted after obtaining permission from the participating organization. Participants were informed about the purpose of the study and assured that their responses would remain anonymous and confidential. Participation was voluntary, and informed consent was obtained before questionnaire administration.

The collected data were analyzed using IBM SPSS Statistics version 25. Descriptive statistics were first calculated to summarize participants' characteristics and research variables. Prior to hypothesis testing, the assumptions of normality and linearity were examined. Multiple linear regression analysis was subsequently performed to investigate the individual and simultaneous effects of work engagement and organizational commitment on Organizational Citizenship Behavior. Statistical significance was determined at the .05 level, and the coefficient of determination (R^2) was calculated to estimate the proportion of variance in Organizational Citizenship Behavior explained by the independent variables.

RESULTS AND DISCUSSION

The descriptive analysis indicated that the majority of participants demonstrated moderate to high levels of work engagement, organizational commitment, and Organizational Citizenship Behavior (OCB). Prior to hypothesis testing, the assumptions of normality and linearity were examined. The results confirmed that all variables met the assumptions required for multiple linear regression analysis, indicating that the proposed statistical model was appropriate for hypothesis testing.

Multiple linear regression analysis revealed that work engagement significantly predicted Organizational Citizenship Behavior. Employees who demonstrated higher levels of vigor, dedication, and absorption were more likely to engage in discretionary behaviors that benefited both coworkers and the organization. This finding supports the theoretical perspective proposed by Schaufeli et al. (2002), suggesting that engaged employees tend to invest greater psychological resources in their work, thereby increasing their willingness to perform extra-role behaviors.

The findings are also consistent with previous empirical studies reporting that work engagement is a significant antecedent of Organizational Citizenship Behavior. Bakker and Albrecht (2018) argued that engaged employees possess higher intrinsic motivation, enabling them to voluntarily contribute beyond formal job requirements. More recently, Kossyva et al. (2023) concluded that work engagement consistently predicts positive organizational outcomes, including helping behavior, organizational commitment, and Organizational Citizenship Behavior. Similarly, Jufrizen et al. (2023) found that employees with stronger work engagement were more likely to demonstrate cooperative behavior and voluntarily support organizational goals. These findings reinforce the notion that work engagement represents an important psychological resource encouraging employees to perform beyond their prescribed responsibilities.

The analysis further demonstrated that organizational commitment significantly influenced Organizational Citizenship Behavior. Employees who possessed stronger emotional attachment and loyalty toward the organization were more willing to contribute voluntarily through behaviors that supported organizational effectiveness. This finding supports Meyer and Allen's (1991) Three-Component Model, which suggests that employees with stronger commitment are more likely to identify themselves with organizational goals and actively contribute to organizational success.

The present findings are consistent with previous studies indicating that organizational commitment positively predicts Organizational Citizenship Behavior. Podsakoff et al. (2000) emphasized that employees with high organizational commitment tend to exhibit greater cooperation, compliance, and civic participation within the organization. Likewise, recent evidence reported by Fan et al. (2023) confirmed that organizational commitment remains one of the strongest psychological predictors of Organizational Citizenship Behavior across various organizational settings.

Furthermore, the simultaneous regression analysis demonstrated that work engagement and organizational commitment jointly contributed significantly to Organizational Citizenship Behavior. This finding indicates that employees who are psychologically engaged in their work while simultaneously maintaining strong attachment to their organization are more likely to perform voluntary behaviors that exceed formal job expectations. The combination of these two psychological resources enables employees to demonstrate greater initiative, collaboration, and willingness to support organizational objectives.

From the perspective of the Job Demands–Resources (JD-R) Theory (Bakker & Demerouti, 2017), work engagement develops when employees possess sufficient job and personal resources that enable them to perform optimally. Employees experiencing high engagement tend to exhibit greater enthusiasm, persistence, and proactive behavior. When these conditions are accompanied by strong organizational commitment, employees become more willing to contribute voluntarily for the benefit of the organization, thereby strengthening Organizational Citizenship Behavior.

The practical implication of this study is that organizations should not focus solely on improving employee performance through formal performance management systems. Instead, organizations should cultivate work environments that promote employee engagement and strengthen organizational commitment through supportive leadership, career development opportunities, recognition systems, effective communication, and a positive organizational climate. Such initiatives may encourage

employees to demonstrate Organizational Citizenship Behavior, ultimately improving organizational effectiveness and long-term organizational sustainability.

CONCLUSION

This study examined the influence of work engagement and organizational commitment on Organizational Citizenship Behavior (OCB). The findings demonstrated that both work engagement and organizational commitment significantly predicted Organizational Citizenship Behavior, both individually and simultaneously. Employees who exhibited higher levels of work engagement and stronger organizational commitment were more likely to engage in discretionary behaviors that supported coworkers and contributed to organizational effectiveness beyond their formal job responsibilities. These findings reinforce the importance of employees' psychological attachment to both their work and their organization in fostering positive workplace behavior.

From a theoretical perspective, this study contributes to the growing body of literature in organizational psychology by providing empirical evidence that work engagement and organizational commitment are important antecedents of Organizational Citizenship Behavior. The findings support the Job Demands–Resources (JD–R) Theory, which suggests that engaged employees are more willing to invest additional effort in their work, as well as Meyer and Allen's Organizational Commitment Theory, which explains that employees with stronger organizational attachment are more likely to demonstrate positive extra-role behaviors. The results also strengthen previous empirical findings regarding the complementary roles of work engagement and organizational commitment in promoting Organizational Citizenship Behavior.

Practically, the findings suggest that organizations should not focus solely on improving employees' task performance but should also develop human resource strategies that enhance work engagement and organizational commitment. Creating a supportive work environment, providing opportunities for career development, recognizing employee contributions, maintaining effective communication, and promoting supportive leadership may encourage employees to demonstrate Organizational Citizenship Behavior, ultimately improving organizational effectiveness and long-term organizational sustainability.

Despite these contributions, this study has several limitations. First, the study was conducted within a single organization, which may limit the generalizability of the findings to other organizational settings. Second, the use of a cross-sectional design does not allow causal relationships to be established over time. Third, the data were collected using self-report questionnaires, which may be susceptible to common method bias and social desirability bias. Future research is therefore encouraged to include participants from various industries, employ longitudinal or mixed-method research designs, and examine additional variables, such as perceived organizational support, leadership style, psychological empowerment, or organizational culture, to provide a more comprehensive understanding of the factors influencing Organizational Citizenship Behavior.

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