

ORGANIZATIONAL CULTURE AND JOB CHARACTERISTICS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH WORK ENGAGEMENT

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Abstract: This study aims to analyze the influence of organizational culture and job characteristics on organizational citizenship behavior through work engagement among employees at Perumda Delta Tirta Sidoarjo. This research is quantitative with a causal research design. The research sample was employees of Perumda Delta Tirta Sidoarjo, selected using a purposive sampling technique. The type of data used is primary data obtained from questionnaires. The measurement scale used is the Likert Scale with a score of 1 to 5. The data analysis technique in this study is structural equation modeling using Smart PLS 4. The results of the direct effect hypothesis show that organizational culture has a significant positive effect on work engagement and organizational citizenship behavior. Job characteristics have a significant positive effect on work engagement and organizational citizenship behavior. Work engagement has a significant positive effect on organizational citizenship behavior. The results of the indirect effect hypothesis test show that organizational culture has a significant positive effect on organizational citizenship behavior through work engagement. Job characteristics have a significant positive effect on organizational citizenship behavior through work engagement.

Keywords: Organizational Culture, Job Characteristics, Work Engagement, Organizational Citizenship Behavior

1. Introduction

Employees are one of the important elements needed by a company because they are assets that can support the achievement of company goals. Every contribution made by an employee will influence the company in achieving its goals. The success of a company is related to the management's ability to respond to changes that occur, both internal and external environmental changes. According Maulidia et al. (2023) to adjust to the changes that occur there are things that need to be considered by management, namely employees who have Organizational Citizenship Behavior (OCB). Robbins and Judge (2017) argue that organizational citizenship behavior is employee behavior that consciously and voluntarily contributes to the psychological and social environment in the workplace even though the work is not part of the formal work assigned by the company.

The problem faced the Perumda Delta Tirta Sidoarjo organization is that some employees still do not demonstrate good organizational citizenship behavior. One indicator of organizational citizenship behavior is sportsmanship, which means showing patience and not complaining in less than ideal conditions. Based on Data from Perumda Delta Tirta Sidoarjo shows an increase in employee turnover over the past three years (2022-2024). This indicates that employees are unable to cope with the demands of the organization and perceive the company's conditions as less than ideal.

Organizational citizenship behavior can thrive in organizations with a positive organizational culture. Employees who are truly aware of the values of a positive organizational culture tend to exhibit better organizational citizenship behavior (Putri et al., 2021). Siswondo et al. (2022) explain that organizational culture within a company is a foundation containing norms, values, work methods, and employee habits that can shape organizational citizenship behavior. Each organization has its own unique organizational culture, therefore, each organization has a

different organizational culture. Organizational culture is a system of shared understanding held by its members, which distinguishes the organization from other organizations (Luthans, 2011). The results of research by Aziz et al. (2020) show that organizational culture has a significant positive effect on organizational citizenship behavior. Meanwhile, Anggraeni et al.'s (2024) research showed different results, indicating that organizational culture had no significant effect on organizational citizenship behavior.

An organization that is successful in forming good organizational citizenship behavior in each employee is not only influenced by the organizational culture that exists in the company but also by the existence of clear job characteristics. According to Robbins and Judge (2017), job characteristics are detailed job descriptions that describe various aspects of skills and tasks involved in job performance or completion. According to Ababneh and Hackett (2019), higher levels of responsibility and meaningfulness associated with work tend to increase awareness of one's role among coworkers and within the organization more broadly. This, in turn, tends to increase organizational citizenship behavior. The results of research conducted by Maulidia et al. (2023) and Adil et al. (2019) showed that job characteristics have a significant positive effect on organizational citizenship behavior. The job characteristics at Perumda Delta Tirta Sidoarjo are diverse due to the large number of work units within Perumda Delta Tirta Sidoarjo.

Work engagement also plays an important role in improving organizational citizenship behavior in employees at various levels of the organization (Christian et al., 2011). Work engagement makes employees more efficient at work, enabling them to perform tasks beyond their job responsibilities. Furthermore, Sulea et al. (2012) explained that work engagement is not only important in increasing organizational citizenship behavior, but also reducing counter-productive work behavior.

Another study showed that work engagement was found to increase organizational citizenship behavior among professionals in Thailand (Matula and Uon, 2016). Engaged employees exhibit enthusiasm, pride, and positive emotions about their work (Breevaart et al., 2015). Work engagement can also be influenced by organizational culture and job characteristics. A positive organizational culture can create a supportive work environment, provide meaning to work, and encourage employees to contribute more, thereby increasing job engagement (Munawar and Suriyanti, 2024). According to Susila (2023), job characteristics that provide a greater sense of responsibility can increase employee work engagement. Therefore, in this study, work engagement will be a mediating variable.

The conditions that occur at Perumda Delta Tirta Sidoarjo show that there are still employees who have low work engagement, this can be seen from the number of employees who arrive late at work in the last 5 months (November - March) which has increased as shown in Table 1 below.

Table 1. Number of Late Arrival Employees

	November 2024	December 2024	January 2025	February 2025	March 2025
Number of employees	15	19	20	22	23

Source: Perumda Delta Tirta Sidoarjo (2025)

Another phenomenon that occurred at Perumda Delta Tirta Sidoarjo based on observations showed that several employees helped each other with colleagues who were having difficulty carrying out their tasks. However, on the other hand, there are still other employees who, when there is urgent and unfinished work, tend not to get help. This indicates that organizational

citizenship behavior among Perumda Delta Tirta Sidoarjo employees is still less than optimal. Therefore, this research is expected to provide input for improving organizational citizenship behavior among employees of Perumda Delta Tirta Sidoarjo.

2. Literature Review

Organizational Culture

Organizational culture is a set of specific values and norms that are shared by people and groups within an organization and that control the way they interact with each other and with stakeholders outside the organization (Hill and Jones, 2008). Sedarmayanti (2017) explains that organizational culture is a belief, attitude, and value that is generally held or arises in an organization. Values refer to what is believed and are important in how people and organizations behave. Measurement of organizational culture based on Gholamzadeh et al. (2019) uses indicators consisting of: 1) Involvement is building human ability and generating a shared sense of ownership and responsibility throughout the organization, 2) Consistency is defining the values and systems that are the basis of the culture, 3) Adaptability is translating the demands of the external environment into some possible actions, 4) Mission is defining a meaningful long-term direction for the organization.

Job Characteristics

Job characteristics contain everything relevant to the factors and attributes related to the job (Chu and Lai, 2011). The level of responsibility and task diversity are also considered job characteristics. Job characteristics in companies are grouped into various types of jobs according to their fields and expertise to achieve company goals (Hadiyatno et al., 2022). Job characteristics are inherent to a job, where these job characteristics have aspects or components that can create a complete understanding of a job, a sense of responsibility for the results of the work, a sense of concern for the impact of the work, and also produce positive norms of politeness for employees (Prameswari, 2019). Measurement of job characteristics based on Blanz (2017) uses indicators consisting of: 1) Skill variety is This feature concerns the degree to which a job requires a variety of skills and talents, 2) Task identity relates to the degree to which the job requires the employees to be involved with the complete work and not just a part of it, 3) Task significance is characteristic focuses on the degree to which the job contributes to the lives of others, either within the organization or outside of it, 4) Autonomy refers to the degree to which the job provides substantial independence and freedom to the worker in scheduling his or her work or in determining the procedures to be used in the job, 5) Feedback refers aspect concerns the degree to which the employee is aware of his or her work outcomes.

Work Engagement

Work engagement was first conceptualized by William Kahn in his research published in 1990. William Kahn defined work engagement as a situation where employees identify with their work (Prameswari, 2019). Employees with good work engagement will express themselves physically, cognitively, emotionally, and mentally while working. Employees will exert a lot of effort their work because they identify themselves as part of the work (Ariani and Rostiana, 2020). Employees who are engaged will experience enthusiasm, pride, and positive emotions in their work (Breevaart et al., 2015). Measurement of work engagement based on Schaufeli (2021) uses indicators consisting of: 1) Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and

persistence even in the face of difficulties, 2) Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and

challenge, 3) Absorption refers by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is a term coined in the 1980s by Organ to describe employee behavior that is not bound by a formal obligation system but has a positive impact on the running of the organization (Organ, 1997). According to Organ (1997), organizational citizenship behavior is performance that supports the social and psychological environment in which task performance takes place. Organizational citizenship behavior is crucial to organizational effectiveness because it includes behaviors that are not directly related to task performance but are important to the organization's overall performance. Essentially, employees who engage in this behavior do not expect any personal gain. As stated by Peng et al. (2021), organizational citizenship behavior is characterized by voluntary employee behavior that is outside the call of formal work duties. Employees provide support to benefit coworkers and the organization, but there is no guarantee of rewards given to employees who engage in this voluntary behavior. Measurement of organizational citizenship behavior based on Rahman and Karim (2022) uses indicators consisting of: 1) Altruism refers encompasses spontaneous activities to assist other individuals with their jobs or resolve an organization-related issue, 2) Courtesy refers to attempts to avoid work-related conflicts with others, 3) Conscientiousness defined as discretionary action that goes above and beyond the role's requirements, 4) Civic virtue, denotes a desire to responsibly engage in the organization's activities, 5) Sportsmanship, entails demonstrating patience in less-than-ideal conditions to avoid receiving complaints.

Research Model

The research model that describes the influence of organizational culture and job characteristics on organizational citizenship behavior through work engagement is presented in Figure 1 as follows.

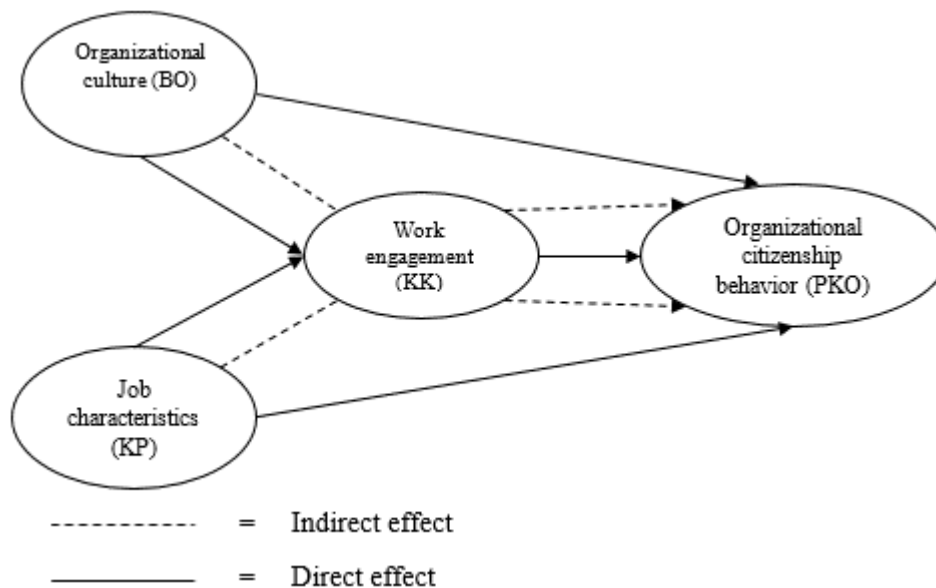


Figure 1. Research Model

Hypothesis

Based on the background of the problem and the research model above, the following research hypotheses can be formulated:

- H1: Organizational culture has a positive and significant effect on organizational citizenship behavior.
- H2: Job characteristics has a positive and significant effect on organizational citizenship behavior.
- H3: Organizational culture has a positive and significant effect on work engagement.
- H4: Job characteristics has a positive and significant effect on work engagement.
- H5: Work engagement has a positive and significant effect on organizational citizenship behavior.
- H6: Work engagement mediates the influence of organizational culture on organizational citizenship behavior.
- H7: Work engagement mediates the influence of job characteristics on organizational citizenship behavior.

3. Method

Research Design

This research is a quantitative research with a causal research design. According to Malhotra et al. (2020), causal research aims to test hypotheses about the influence of one variable on another. This aligns with the current research, which examines the influence of organizational culture and job characteristics on organizational citizenship behavior both directly and through work engagement.

Population and Sample

The population is 350 employees of Perumda Delta Tirta Sidoarjo. After calculating using the Slovin formula, a sample of 187 respondents was obtained. The sampling technique in this study used purposive sampling based on certain criteria or considerations, namely: 1) employees at Perumda Delta Tirta Sidoarjo who have permanent or contract status and are not casual daily employees, 2) employees who have worked at Perumda Delta Tirta Sidoarjo for at least 1 year.

Data Analysis

The data in this study were analyzed using Structural Equation Modeling (SEM). SEM PLS can display path analysis through its research model which is not available in SPSS software (Budhiasa, 2016). SEM PLS is a powerful method of analysis because it is less dependent on sample size, allowing it to be used on smaller samples.

4. Result and Discussion

Convergent Validity Test

The Convergence Validity Test is one of the important methods in evaluating measurement models in Structural Equation Modeling (SEM) analysis, especially in the Partial Least Squares (PLS-SEM) approach. Convergent validity refers to the extent to which a measurement is positively correlated with an alternative measurement of the same construct. The convergent validity test is based on the outer loading value of each statement. The provisions for convergent validity testing are that if the outer loading value on an indicator is > 0.7 then the indicator is declared valid.

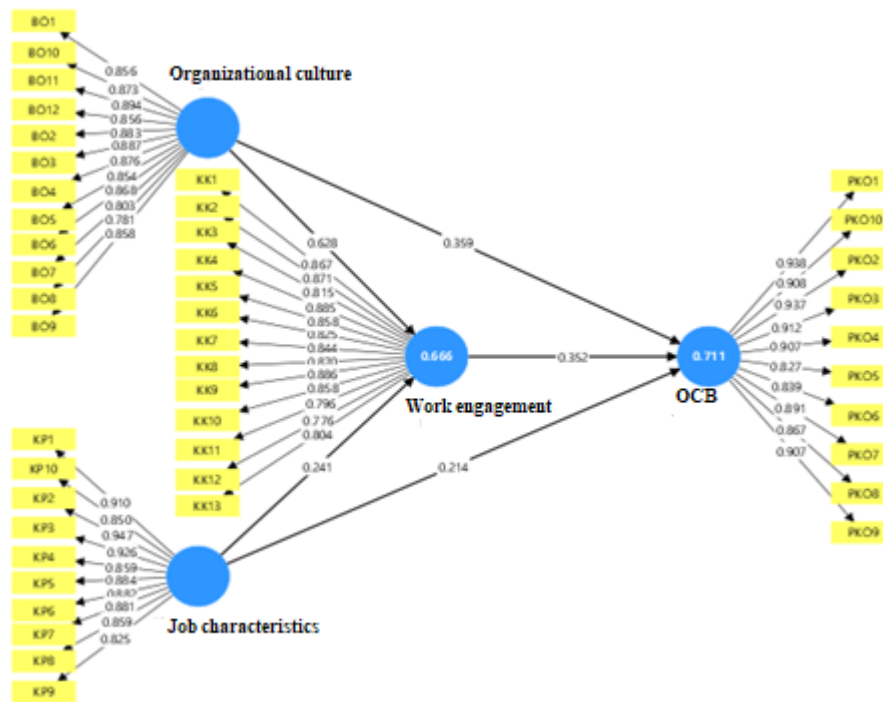


Figure 2. Validity Test
Source: SmartPLS 4.0 Data Processing

Based on Figure 2, it shows the convergent validity test of the variables of organizational culture, job characteristics, work engagement, and organizational citizenship behavior with each indicator having a high loading factor (all > 0.7), which indicates that these indicators are relevant and valid in measuring these constructs. Furthermore, the results of AVE and composite reliability values can be presented in Table 2 below.

Table 2. AVE Value and Composite Reliability

Variable	AVE	Composite Reliability
Organizational culture	0,736	0,969
Job characteristics	0,780	0,970
Work engagement	0,711	0,968
Organizational citizenship behavior	0,799	0,975

Source: SmartPLS 4.0 Data Processing

The research variables consisting of organizational culture, job characteristics, work engagement, and organizational citizenship behavior have an AVE value of more than 0.5. These results indicate that all variables studied are valid based on the AVE value. The composite reliability value for organizational culture is 0.969, job characteristics is 0.970, work engagement is 0.968 and organizational citizenship behavior is 0.975. Thus, all research variables produce a composite reliability > 0.7 and meet the requirements for fulfilling the reliability test based on composite reliability.

Coefficient of Determination

The coefficient of determination (R Square) analysis was carried out to assess how much the endogenous construct can be explained by the exogenous construct where the coefficient of

determination (R Square) value is between 0 and 1. Table 3 below shows the coefficient of determination value in this study.

Table 3. Coefficient of Determination Value

Endogenous Variable	R Square
Work Engagement	0,666
Organizational Citizenship Behavior	0,711

Source: SmartPLS 4.0 Data Processing

The R Square value found in the work engagement variable is 0.666, where the results mean that the level of work engagement in Perumda Delta Tirta Sidoarjo employees can be explained by organizational culture and job characteristics by 66,6%, while the remaining 33,4% is explained by other variables not included in the research model. The R Square value of 0,666 is included in the moderate category.

The R Square value of the organizational citizenship behavior variable is 0,711, where the results mean that the magnitude of organizational citizenship behavior in Perumda Delta Tirta Sidoarjo employees that can be explained by organizational culture, job characteristics, and work involvement is 71,1%, while the remaining 28,9% is explained by other variables not included in the research model. The R Square value of 0,711 is included in the moderate category.

Hypothesis Test

To complete the description of the hypothesis in this study, it can also be explained in table 4. As follows

Table 4. Hypothesis Test

	Hypothesis	Original Sample (O)	T Statistics (O/STDEV)	P Values
H1	Organizational culture -> Organizational citizenship behavior	0,359	3,155	0,002
H2	Job characteristics -> Organizational citizenship behavior	0,214	2,027	0,043
H3	Organizational culture -> Work engagement	0,628	7,080	0,000
H4	Job characteristics -> Work engagement	0,241	2,583	0,010
H5	Work engagement -> Organizational citizenship behavior	0,352	3,463	0,001
H6	Organizational culture -> Work engagement -> Organizational citizenship behavior	0,221	3,148	0,002
H7	Job characteristics -> Work engagement -> Organizational citizenship behavior	0,085	1,968	0,049

Source: SmartPLS 4.0 Data Processing

Based on the results of testing the hypothesis in Table 4, it can be explained as follows:

H1: Organizational culture has a positive and significant effect on organizational citizenship behavior

The coefficient value of the influence of organizational culture on organizational citizenship behavior is 0,359. A positive coefficient value indicates that organizational culture has a positive effect on organizational citizenship behavior. The T-statistic value is $3,155 > 1,96$ and the p-value is $0,002 < 0,05$, thus indicating a significant effect. Hypothesis H1, which states that organizational culture has a positive and significant effect on organizational citizenship behavior, is accepted.

H2: Job characteristics has a positive and significant effect on organizational citizenship behavior

The coefficient value of the influence of job characteristics on organizational citizenship behavior is 0,214. A positive coefficient value indicates that job characteristics have a positive effect on organizational citizenship behavior. The T-statistic value is $2,027 > 1,96$ and the p-value is $0,043 < 0,05$, indicating a significant effect. Hypothesis H2, which states that job characteristics have a positive and significant effect on organizational citizenship behavior, is accepted.

H3: Organizational culture has a positive and significant effect on work engagement

The coefficient value of the influence of organizational culture on work engagement is 0,628. A positive coefficient value indicates that organizational culture has a positive effect on work engagement. The T-statistic value is $7,080 > 1,96$ and the p-value is $0,000 < 0,05$, indicating that the influence is significant. Hypothesis H3, which states that organizational culture has a positive and significant effect on work engagement, is accepted.

H4: Job characteristics has a positive and significant effect on work engagement

The coefficient value of the influence of job characteristics on work engagement is 0.241. A positive coefficient value indicates that job characteristics have a positive effect on work engagement. The T-statistic value is $2.583 > 1.96$, and the p-value is $0.010 < 0.05$, indicating a significant effect. Hypothesis H4, which states that job characteristics have a positive and significant effect on work engagement, is accepted.

H5: Work engagement has a positive and significant effect on organizational citizenship behavior

The coefficient value of the influence of work engagement on organizational citizenship behavior is 0.352. A positive coefficient value indicates that work engagement has a positive effect on organizational citizenship behavior. The T-statistic value is $3.463 > 1.96$ and the p-value is $0.001 < 0.05$, indicating a significant effect. Hypothesis H5, which states that work engagement has a positive and significant effect on organizational citizenship behavior, is accepted.

H6: Organizational culture has a positive and significant influence on organizational citizenship behavior through work engagement

The coefficient value of the influence of organizational culture on organizational citizenship behavior through work engagement is positive at 0.221. The T-statistic value obtained is $3.148 > 1.96$ and p-values $0.002 < 0.05$, indicating a significant influence. Thus, it can be concluded that organizational culture has a positive and significant influence on organizational citizenship behavior through work engagement. Thus, H6 in this study is declared acceptable.

H7: Work engagement mediates the influence of job characteristics on organizational citizenship behavior

The coefficient value of the influence of job characteristics on organizational citizenship behavior through work engagement is positive at 0.085. The T-statistic value obtained is $1.968 > 1.96$ and p-values $0.049 < 0.05$, indicating a significant influence. Therefore, it can be concluded that job characteristics have a positive and significant influence on organizational citizenship behavior through work engagement. Thus, H7 in this study is declared acceptable.

Discussion**Organizational Culture Has a Positive and Significant Influence on Organizational Citizenship Behavior**

The results of the hypothesis test are that H1 is accepted, meaning that organizational culture has a positive and significant effect on organizational citizenship behavior among employees of Perumda Delta Tirta Sidoarjo. This positive effect indicates that the higher the organizational culture at Perumda Delta Tirta Sidoarjo, the higher the organizational citizenship behavior among employees. Conversely, a lower organizational culture at Perumda Delta Tirta Sidoarjo can lead to a decrease in organizational citizenship behavior among employees. These results support previous research conducted by Ramadhani and Wardhani (2024) and Siwantara et al. (2024) that organizational culture has a significant positive effect on organizational citizenship behavior.

Job Characteristics Has a Positive and Significant Influence on Organizational Citizenship Behavior

The results of the hypothesis testing are that H2 is accepted, meaning that job characteristics have a positive and significant effect on organizational citizenship behavior among employees of Perumda Delta Tirta Sidoarjo. This positive effect indicates that the higher the job characteristics at Perumda Delta Tirta Sidoarjo, the higher the organizational citizenship behavior among employees. Conversely, lower job characteristics at Perumda Delta Tirta Sidoarjo can lead to a decrease in organizational citizenship behavior among employees. This study obtained results in line with the research of Maulidia et al. (2023) that job characteristics have a significant positive effect on organizational citizenship behavior.

Organizational Culture Has a Positive and Significant Influence on Work Engagement

The results of the hypothesis testing indicate that H3 is accepted, meaning that organizational culture has a positive and significant effect on organizational citizenship behavior among employees of Perumda Delta Tirta Sidoarjo. This positive effect indicates that the higher the organizational culture at Perumda Delta Tirta Sidoarjo, the higher the employee work engagement. Conversely, the lower the organizational culture, the lower the employee work engagement. This research finding aligns with the research of Munawar and Suriyanti (2024) and Haribowo and Rezeki (2023) that organizational culture has a significant positive effect on employee work engagement.

Job Characteristics Has a Positive and Significant Influence on Work Engagement

The results of the hypothesis testing indicate that H4 is accepted, meaning that job characteristics have a positive and significant effect on work engagement among employees of Perumda Delta Tirta Sidoarjo. This positive effect indicates that the higher the job characteristics at Perumda Delta Tirta Sidoarjo, the higher the employee work engagement. However, when a positive organizational culture is implemented less effectively, employee

work engagement will decrease. The findings of this study support previous research by Sutejo et al. (2022) that found that job characteristics have a significant positive effect on work engagement.

Work Engagement Has a Positive and Significant Influence on Organizational Citizenship Behavior

The results of the hypothesis testing showed that H5 was accepted, meaning that work engagement has a positive and significant effect on organizational citizenship behavior among employees of Perumda Delta Tirta Sidoarjo. This positive effect indicates that higher work engagement among Perumda Delta Tirta Sidoarjo employees can lead to increased organizational citizenship behavior. However, when employee work engagement decreases, it will impact on decreasing organizational citizenship behavior among Perumda Delta Tirta Sidoarjo employees. The results of this study are consistent with the research of Putri et al. (2021) and Ramadhani and Wardhani (2024) that found that work engagement has a significant positive effect on organizational citizenship behavior.

Organizational Culture Has a Positive and Significant Influence on Organizational Citizenship Behavior Through Work Engagement

The results of the hypothesis testing are that H6 is accepted, meaning that organizational culture has a positive and significant effect on organizational citizenship behavior through work engagement. This positive effect indicates that higher organizational culture can lead to higher work engagement of Perumda Delta Tirta Sidoarjo employees, thereby increasing organizational citizenship behavior. This indicates that work engagement is a variable that mediates the influence of organizational culture on organizational citizenship behavior. The results of this study support the findings of research conducted by Ramadhani and Wardhani (2024) that organizational culture has a positive and significant effect on citizenship behavior through work engagement.

Job Characteristics Has a Positive and Significant Influence on Organizational Citizenship Behavior Through Work Engagement

The results of the hypothesis testing are that H7 is accepted, meaning that job characteristics have a positive and significant effect on organizational citizenship behavior through work engagement. This positive effect indicates that higher job characteristics can lead to higher work engagement of Perumda Delta Tirta Sidoarjo employees, thereby increasing organizational citizenship behavior. These results indicate that job engagement is a variable that mediates the influence of job characteristics on organizational citizenship behavior. The results of this study support the findings of research conducted by Sutejo et al. (2022) and Ramadhani and Wardhani (2024) that job characteristics have a positive and significant effect on work engagement, which ultimately increases organizational citizenship behavior. Likewise, research by Fakriyah and Suryani (2023) found that job characteristics have a significant positive effect on organizational citizenship behavior through work engagement..

5. Conclusion

The conclusion of this study is that the results of the direct influence hypothesis test indicate that organizational culture has a positive and significant effect on work engagement and organizational citizenship behavior. Job characteristics have a positive and significant effect on work engagement and organizational citizenship behavior. Job engagement has a positive and significant effect on organizational citizenship behavior. The results of the indirect influence

hypothesis test indicate that organizational culture influences organizational citizenship behavior through work engagement. Job characteristics influence organizational citizenship behavior through work engagement. These results show that the importance of organizational culture and job characteristics in increasing work engagement and organizational citizenship behavior.

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