

Research Article

A Mediation Analysis of Work Engagement in the Relationship between Transformational Leadership, Organizational Culture, and OCB

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Abstract: Human resources are the most important and determining assets in an organization. Human resources who are competent, highly motivated and able to work well are the resources needed by the company. Organizational citizenship behavior (OCB) is a concrete form of an employee in every company or organization to lighten the workload of other colleagues, without forgetting the main work that must be done by that individual. Many factors influence OCB, including work engagement, leadership and organizational culture. This research aims to examine the influence of Work Engagement, Leadership and Organizational Culture variables on OCB in PT Fajarmas Murni employees. The population used in this research were all employees of PT Fajarmas Murni who had worked for at least 2 years. The sample in this study was 164 respondents. Data was collected using a survey method using a questionnaire. This research uses Structural Equation Modeling (SEM) data analysis techniques which are operated using the SmartPLS 3 program. The results of the research show that Organizational Culture and Work Engagement have a significant effect on OCB, while transformational leadership has no significant effect and Transformational Leadership has a significant effect on Work Engagement while Organizational Culture does not have a significant effect on work engagement.

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1. Introduction

Organizational Citizenship Behavior (OCB) is an important aspect of organizational functioning because it reflects employees' voluntary actions to help colleagues and support the organization beyond their formal job duties. The expression of OCB can differ across

organizations, but it is generally understood as a set of discretionary behaviors that assist others and contribute to achieving organizational goals (Garg & Rastogi, 2006).

Several factors influence the development of OCB, including work engagement, leadership, and organizational culture. Work engagement refers to an employee's positive psychological state toward their job, shown through strong performance, commitment, and a sense of belonging. It is characterized by vigor, dedication, and absorption. Employees who are highly engaged are usually more willing to assist their coworkers, and this can be seen through their motivation, enthusiasm, and sustained energy at work.

Leadership is also a major factor affecting OCB. Transformational leaders encourage employees to pursue shared goals and focus on broader achievements rather than individual short-term gains (Ivancevich, 2006). This leadership style promotes OCB by increasing employees' awareness of meaningful work outcomes, reinforcing organizational priorities, and stimulating higher-level needs (Wardani & Helmy, 2020).

Organizational culture further shapes employees' readiness to support one another. A supportive culture promotes behaviors consistent with OCB, encouraging employees to use their time and effort to help colleagues who need assistance. A strong culture can also enhance work engagement.

PT Fajar Mas Murni (FMM), established in 1978, operates in the trading and services industry and represents various international brands in industrial, mining, and healthcare sectors. As a trading and service provider, FMM consists of several interdependent departments, including sales, aftermarket and service, marketing, finance, purchasing, and logistics. In a competitive business environment—where customers expect better prices, quick responses, and high product quality—the company must strengthen interdepartmental coordination and communication. These efforts make strong OCB increasingly important.

In 2022, FMM employed 308 staff members who demonstrated high work ethic and commitment to excellent customer service. The company emphasizes positive interpersonal relationships and values cooperation and mutual support as part of its organizational goals. This approach helps promote OCB and supports effective human resource management. FMM also motivates employees through incentives and encouragement to increase engagement and productivity.

Since 2021, FMM has been undergoing a transformation aimed at accelerating business growth. This process includes changes in leadership styles at various managerial levels, which has contributed to high turnover in several branches. For example, at the Semarang branch with 15 employees, four senior staff resigned during the transformation period, followed by six new employees who later left. These changes affected organizational culture, engagement levels, and existing OCB practices.

Senior employees reported that they felt incompatible with the new, more demanding leadership approach. Meanwhile, many new employees resigned to pursue better career opportunities or roles that better matched their interests, although they generally felt comfortable with FMM's working environment. As a result, the turnover rate increased recruitment and development costs for the company.

2. Literature Review

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior refers to employees' voluntary actions that extend beyond their formal job duties and support the organization in reaching its objectives. Employees who frequently demonstrate OCB are viewed as valuable contributors because they willingly follow guidance from their supervisors. Organ (1988) describes such employees as "good soldiers." According to Organ et al. (2006), OCB comprises five main dimensions:

1. Altruism: Voluntary efforts to assist coworkers who face challenges in their tasks or personal situations. This help is given out of genuine intention rather than obligation.
2. Conscientiousness: Employees show strong responsibility by performing tasks beyond basic job requirements and offering creative contributions to improve organizational performance.
3. Sportsmanship: The ability to remain tolerant and positive in less favorable conditions without complaining, reflecting adaptability and acceptance of workplace realities.
4. Courtesy: Behaviors aimed at maintaining harmonious relationships and preventing interpersonal conflict through respect and consideration for others.

5. Civic Virtue: Active participation and concern for organizational progress, showing personal responsibility for the organization's success.

Transformational Leadership

Transformational leadership is a leadership style in which leaders encourage employees to rise above self-interest and generate meaningful contributions (Dewi & Ariati, 2014; Robbins in Dewi, 2014). Bass (in Ancok, 2012) describes four main components of transformational leadership:

1. Idealized Influence: Followers perceive the leader as confident and committed, which encourages voluntary cooperation.
2. Individualized Consideration: Leaders recognize and respond to the personal needs and development of employees.
3. Inspirational Motivation: Leaders motivate employees by presenting a compelling vision and communicating with optimism and enthusiasm.
4. Intellectual Stimulation: Leaders encourage innovation and creative thinking among employees.

Leadership is a major factor influencing organizational effectiveness. Segers, De Prins, and Brouwers (2010) found that transformational leadership strengthens work engagement by creating a supportive work environment that encourages active involvement. Positive leadership behaviors enhance employees' confidence and engagement in their tasks.

H1: Transformational leadership has a positive effect on work engagement.

Leadership shapes employees' motivation and willingness to go beyond formal job expectations. Putri and Suwandana (2016) found that transformational leadership, along with compensation and commitment, significantly affects OCB in a government cooperative setting. Their results confirm the positive influence of transformational leadership on OCB.

H3: Transformational leadership positively affects Organizational Citizenship Behavior (OCB).

Organizational Culture

Organizational culture is a shared system of values and beliefs that interacts with structural and human elements within the organization to shape behavior. Harvey and Brown (1992) define it as shared beliefs and values that influence how members act. Robbins (2005) outlines seven key characteristics of organizational culture:

Innovation and Risk-Taking: Encouraging creativity and risk-taking, which can promote OCB by motivating employees to help beyond their formal duties.

Attention to Detail: Emphasis on precision and analytical thinking, often reflected through employees' extra-role behaviors.

1. Outcome Orientation: Focus on achieving results, where OCB can enhance performance through cross-unit cooperation.
2. People Orientation: Considering how decisions affect individuals within the organization.
3. Team Orientation: Prioritizing teamwork over individual contributions.
4. Aggressiveness: The degree of competitiveness among employees, with OCB supporting more dynamic interactions.
5. Stability: The organization's emphasis on maintaining consistency and avoiding change.

Organizational culture is an important driver of employee engagement. Denison (2009) states that organizations with strong cultural values tend to exhibit higher engagement levels, while weaker cultures are associated with lower engagement.

H2: Organizational culture positively influences work engagement.

Research by Akhmad Sanhaji and Budi Eko Soetjipto (2018) shows that organizational culture plays a crucial role in shaping OCB at PT Pos Indonesia. They emphasize that ethical values embedded in culture help encourage citizenship behavior.

H4: Organizational culture positively impacts Organizational Citizenship Behavior (OCB).

Work Engagement

Kahn (1990) defines work engagement as a state in which employees connect with their work and express themselves physically, cognitively, and emotionally while performing their roles. Schaufeli et al. (2002) identify three core components of work engagement:

1. Vigor: High levels of energy and mental resilience, along with a willingness to invest effort and persist through difficulties.
2. Dedication: Deep involvement in work, accompanied by feelings of enthusiasm, pride, meaning, inspiration, and challenge.
3. Absorption: Full concentration and immersion in work activities, often resulting in a sense that time passes quickly and difficulty disengaging from the task.

Bakker, Schaufeli, and Taris argue that work engagement—expressed through vigor, dedication, and absorption—is linked with positive emotional states and strong job performance. Highly engaged employees tend to enjoy their work and, as a result, are more likely to display OCB.

H5: Work engagement positively influences Organizational Citizenship Behavior (OCB).

Based on these theoretical insights, the study proposes a conceptual framework that examines the relationships among the variables. Specifically, it investigates how transformational leadership and organizational culture influence Organizational Citizenship Behavior (OCB), with work engagement acting as a mediating variable.

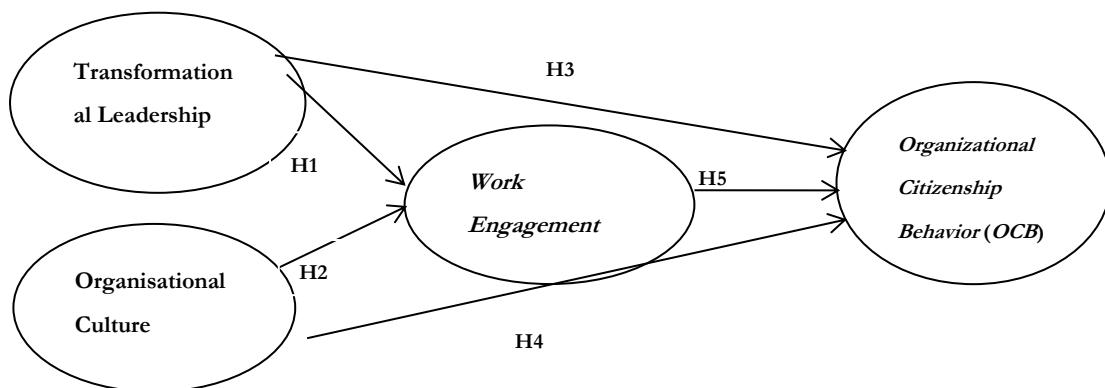


Figure 1
Theoretical Framework

3. Proposed Method

Variables

This study examines three types of variables:

Independent Variables

Transformational Leadership: A leadership style that motivates employees to go beyond personal interests for the organization and creates a significant impact on subordinates (Robbins, 2006). Indicators include respect from employees, trust, role model behavior, motivation, goal setting, creativity, problem-solving, career development, positive work environment, and relationships with subordinates.

Organizational Culture: Defined as a set of shared beliefs and values within an organization that guide the behavior of its members (Harvey & Brown, 1992). Indicators include adherence to norms, application of organizational values, member-focused approaches, work aggressiveness, and maintaining stability in operations.

Dependent Variable

Organizational Citizenship Behavior (OCB): Refers to discretionary individual actions that go beyond formal job requirements and are not directly rewarded. Examples include helping colleagues, volunteering for additional tasks, and complying with organizational rules (Aldag & Resckhe, 2001). Dimensions of OCB are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Mediating Variable

Work Engagement: A positive and fulfilling work-related psychological state (Schaufeli et al., 2002). It is measured through three dimensions: vigor, dedication, and absorption.

Population and Sample

The population of this study consists of all 308 employees at PT Fajar Mas Murni. Purposive sampling was applied to select participants according to specific criteria: employees must be permanent staff and have at least two years of work experience at the company. The final sample included 258 respondents.

Data Sources

Primary Data: Collected directly from respondents through questionnaires distributed to employees (Sugiyono, 2017).

Secondary Data: Obtained from academic literature, books, articles, and internal company records (Sugiyono, 2017).

Data Collection Methods

Literature Study: Reviewing relevant references and materials related to research variables.

Field Study: Observations at PT Fajar Mas Murni, conducted through structured interviews and questionnaires distributed to employees.

Data Analysis Method

This study uses Partial Least Squares (PLS) analysis with SmartPLS 3.0 software. PLS is a variance-based Structural Equation Modeling (SEM) technique suitable for predictive research, small sample sizes, or non-normally distributed data (Ghozali, 2012). It is also effective for models that include both reflective and formative indicators.

Outer Model (Measurement Model)

The measurement model examines the relationship between constructs and their indicators, including:

Content Validity

- Convergent Validity: Indicators are valid if the loading factor exceeds 0.70.
- Average Variance Extracted (AVE): Each construct should have an $AVE > 0.50$.
- Discriminant Validity: Ensures constructs are distinct from one another.
- Reliability Testing: Using Composite Reliability (CR) and Cronbach's Alpha (≥ 0.70 indicates reliability).

Inner Model (Structural Model)

The structural model tests the hypothesized relationships among latent variables, using:

- R-Square (R^2): Measures the proportion of variance in the dependent variable explained by the model.
- Q-Square (Q^2): Assesses the model's predictive relevance.
- Path Coefficients: Indicates the strength and direction of relationships between variables.
- t-Statistics and p-values: Used to determine statistical significance in hypothesis testing.

Hypothesis Testing

Hypotheses are evaluated through bootstrapping analysis in SmartPLS. A hypothesis is supported if the t-statistic exceeds 1.96 and the p-value is below 0.05, indicating significance at the 5% level. This analysis also tests whether work engagement mediates the relationship between independent and dependent variables.

4. Results and Discussion

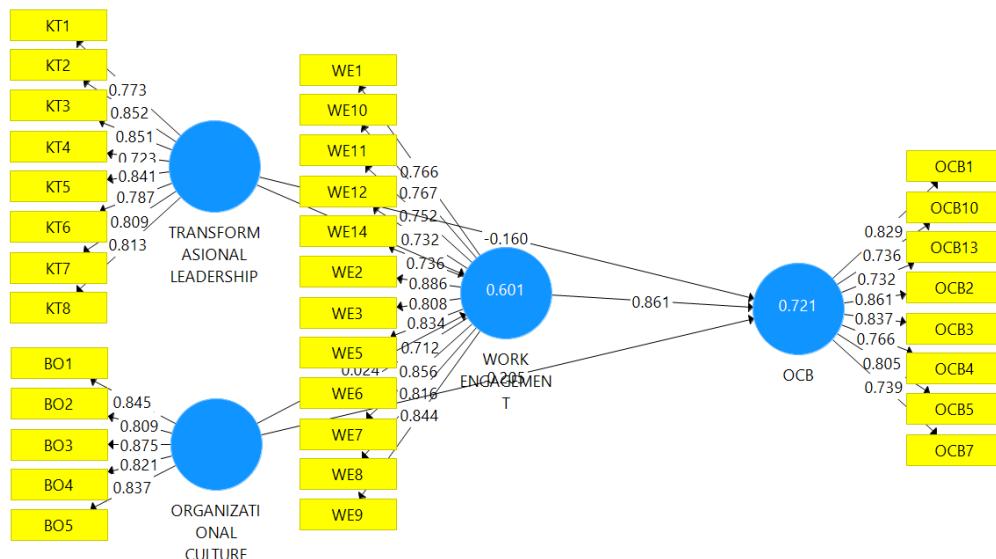
Result

The purpose of this research is to investigate how Organizational Culture and Transformational Leadership impact Work Engagement and Organizational Citizenship Behavior (OCB) among employees at PT Fajar Mas Murni. Primary data were gathered using questionnaires distributed to staff, yielding 164 valid responses from a total sample of 258 participants.

Quantitative Analysis

The collected data were analyzed through a quantitative approach using Structural Equation Modeling (SEM) facilitated by SmartPLS 3.0 software. This analysis aimed to

evaluate the influence of the independent variables—Transformational Leadership and Organizational Culture—on the dependent variables, which include Work Engagement and Organizational Citizenship Behavior (OCB).



Source: processed primary data, 2024

Figure 2
FULL MODEL

Measurement Model (Outer Model)

The outer model, also known as the measurement model, is utilized to evaluate the relationship between latent variables and their respective indicators. In this study, four latent constructs were analyzed: Transformational Leadership with 8 indicators, Organizational Culture with 5 indicators, Work Engagement with 12 indicators, and Organizational Citizenship Behavior with 8 indicators. The assessment of the outer model in PLS is based on three main criteria: Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent Validity

Convergent validity examines the degree to which an indicator is closely related to the construct it is intended to measure, particularly in reflective measurement models. Using item scores or component scores generated by SmartPLS, convergent validity is deemed sufficient if the correlation between an individual reflective indicator and its construct exceeds 0.70. According to Chin (1998, as cited in Ghazali, 2006), a loading factor above 0.70 indicates that the indicator is valid, while those with lower values should be removed from the model. The data analysis performed through PLS produced the following results:

Table 1
Outer Loading

| | ORGANIZATIONAL CULTURE | TRANSFORMASIONAL LEADERSHIP | OCB | WORK ENGAGEMENT |
|-------|------------------------|-----------------------------|-------|-----------------|
| BO1 | 0,845 | | | |
| BO2 | 0,809 | | | |
| BO3 | 0,875 | | | |
| BO4 | 0,821 | | | |
| BO5 | 0,837 | | | |
| KT1 | | 0,773 | | |
| KT2 | | 0,852 | | |
| KT3 | | 0,851 | | |
| KT4 | | 0,723 | | |
| KT5 | | 0,841 | | |
| KT6 | | 0,787 | | |
| KT7 | | 0,809 | | |
| KT8 | | 0,813 | | |
| OCB1 | | | 0,829 | |
| OCB10 | | | 0,736 | |
| OCB13 | | | 0,732 | |
| OCB2 | | | 0,861 | |
| OCB3 | | | 0,837 | |
| OCB4 | | | 0,766 | |
| OCB5 | | | 0,805 | |
| OCB7 | | | 0,739 | |
| WE1 | | | | 0,766 |
| WE10 | | | | 0,767 |
| WE11 | | | | 0,752 |
| WE12 | | | | 0,732 |
| WE14 | | | | 0,736 |
| WE2 | | | | 0,886 |
| WE3 | | | | 0,808 |
| WE5 | | | | 0,834 |
| WE6 | | | | 0,712 |
| WE7 | | | | 0,856 |
| WE8 | | | | 0,816 |
| WE9 | | | | 0,844 |

Source: processed primary data, 2024

Table 1 above shows that there are no loading factor values below 0.70. Therefore, all manifest variables in this study can be used for further testing, namely composite reliability and Cronbach's alpha.

Composite Reliability

The next test involves two measurements: composite reliability and Cronbach's alpha. Both are used to assess the reliability or consistency of the indicator statements. A construct is considered reliable if both its Cronbach's alpha and composite reliability values exceed 0.7. Cronbach's alpha values range from 0 to 1. Table 2 below presents the reliability results for the constructs in this study.

Table 2
Composite Reliability dan Cronbach Alpha

| VARIABEL | Cronbach Alpha | Composite Reliability | HASIL |
|------------------------------------|----------------|-----------------------|-----------------|
| ORGANIZATIONAL CULTURE | 0,894 | 0,922 | RELIABEL |
| TRANSFORMASIONAL LEADERSHIP | 0,924 | 0,937 | RELIABEL |
| OCB | 0,913 | 0,930 | RELIABEL |
| WORK ENGAGEMENT | 0,946 | 0,953 | RELIABEL |

Source: processed primary data, 2024

The reliability test results show that all constructs have values greater than 0.7, indicating that all constructs in this study are reliable and can be used.

Average Variance Extracted (AVE)

Convergent validity can also be assessed by Average Variance Extracted (AVE) aside from factor loading values. The AVE value of each construct in this study is above 0.5, indicating that the tested model has no convergent validity issues. The AVE values are as follows:

Table 3
Average Variance Extracted (AVE)

| Variabel | Average Variance Extracted (AVE) | Hasil |
|------------------------------------|----------------------------------|--------------|
| ORGANIZATIONAL CULTURE | 0,702 | Valid |
| TRANSFORMASIONAL LEADERSHIP | 0,652 | Valid |
| OCB | 0,623 | Valid |
| WORK ENGAGEMENT | 0,630 | Valid |

Source: processed primary data, 2024

Based on Table 3, the AVE values of all reflective constructs are above 0.50, thus fulfilling the criteria for convergent validity and reliability.

Discriminant Validity

To ensure that each construct is distinct from others, discriminant validity is used. Every item within each variable must pass the discriminant validity test. This is tested by examining

cross-loadings, where an item's loading on its own construct should be higher than its loadings on other constructs in the model.

Table 4

Cross Loading

| INDIKATOR | ORGANIZATIONAL CULTURE | TRANSFORMASIONAL LEADERSHIP | OCB | WORK ENGAGEMENT |
|-----------|------------------------|-----------------------------|--------------|-----------------|
| BO1 | 0,845 | 0,479 | 0,453 | 0,332 |
| BO2 | 0,809 | 0,598 | 0,376 | 0,369 |
| BO3 | 0,875 | 0,452 | 0,456 | 0,409 |
| BO4 | 0,821 | 0,375 | 0,492 | 0,479 |
| BO5 | 0,837 | 0,582 | 0,340 | 0,334 |
| KT1 | 0,339 | 0,773 | 0,511 | 0,692 |
| KT2 | 0,467 | 0,852 | 0,622 | 0,790 |
| KT3 | 0,499 | 0,851 | 0,413 | 0,632 |
| KT4 | 0,475 | 0,723 | 0,513 | 0,511 |
| KT5 | 0,521 | 0,841 | 0,604 | 0,702 |
| KT6 | 0,435 | 0,787 | 0,334 | 0,491 |
| KT7 | 0,529 | 0,809 | 0,453 | 0,519 |
| KT8 | 0,506 | 0,813 | 0,499 | 0,555 |
| OCB1 | 0,448 | 0,473 | 0,829 | 0,636 |
| OCB10 | 0,385 | 0,370 | 0,736 | 0,524 |
| OCB13 | 0,292 | 0,380 | 0,732 | 0,587 |
| OCB2 | 0,427 | 0,516 | 0,861 | 0,733 |
| OCB3 | 0,458 | 0,590 | 0,837 | 0,730 |
| OCB4 | 0,474 | 0,577 | 0,766 | 0,693 |
| OCB5 | 0,441 | 0,545 | 0,805 | 0,687 |
| OCB7 | 0,290 | 0,459 | 0,739 | 0,630 |
| WE1 | 0,294 | 0,698 | 0,549 | 0,766 |
| WE10 | 0,303 | 0,552 | 0,583 | 0,767 |
| WE11 | 0,307 | 0,515 | 0,682 | 0,752 |
| WE12 | 0,215 | 0,508 | 0,577 | 0,732 |
| WE14 | 0,355 | 0,535 | 0,629 | 0,736 |
| WE2 | 0,433 | 0,701 | 0,698 | 0,886 |
| WE3 | 0,406 | 0,726 | 0,548 | 0,808 |
| WE5 | 0,441 | 0,656 | 0,741 | 0,834 |
| WE6 | 0,277 | 0,576 | 0,505 | 0,712 |
| WE7 | 0,423 | 0,634 | 0,816 | 0,856 |
| WE8 | 0,421 | 0,612 | 0,750 | 0,816 |
| WE9 | 0,499 | 0,643 | 0,781 | 0,844 |

Source: processed primary data, 2024

From Table 4, it can be concluded that all items meet the discriminant validity criteria, as each item's loading on its respective construct is higher than on other constructs. Thus, the items are valid according to discriminant validity requirements.

Structural Model (Inner Model)

The relationship between exogenous latent variables and endogenous latent variables, or between endogenous variables themselves, is represented by the structural model. The key values used in the structural model are:

R-Square

The R-Square (R^2) score of dependent constructs shows how accurately the independent constructs explain the dependent constructs. The R^2 value explains how well the exogenous variables in the model explain the endogenous variables.

Table 5
Path Coefficient dan R-Square

| | R Square | R Square Adjusted |
|-----------------|--------------|----------------------|
| OCB | 0,721 | 0,716 |
| WORK ENGAGEMENT | 0,601 | 0,596 |

Source: processed primary data, 2024

Table 5 shows that the R^2 value for the Organizational Citizenship Behavior model, influenced by Transformational Leadership, Organizational Culture, and Work Engagement, is 0.721, meaning 72.1% of the variation in OCB is explained by these variables. The Work Engagement model influenced by Transformational Leadership and Organizational Culture has an R^2 value of 0.601, indicating that 60.1% of its variation is explained by these variables. Since both R^2 values are above 0.5, the models are considered good.

Q-Square Predictive Relevance

The Q^2 value is also used to assess the inner model. The two R^2 values are used to calculate Q^2 using the formula:

$$Q^2 = 1 - ((1 - R^2_1) \times (1 - R^2_2))$$

$$Q^2 = 1 - ((1 - 0,721) \times (1 - 0,601))$$

$$Q^2 = 0,889$$

The Q^2 value of 0.889 indicates that the independent variables have good predictive relevance for the dependent variables. Since Q^2 is greater than zero, the model has good predictive relevance.

Hypothesis Testing

Hypothesis testing results determine whether to accept or reject the hypotheses proposed. Below are the hypothesis test results:

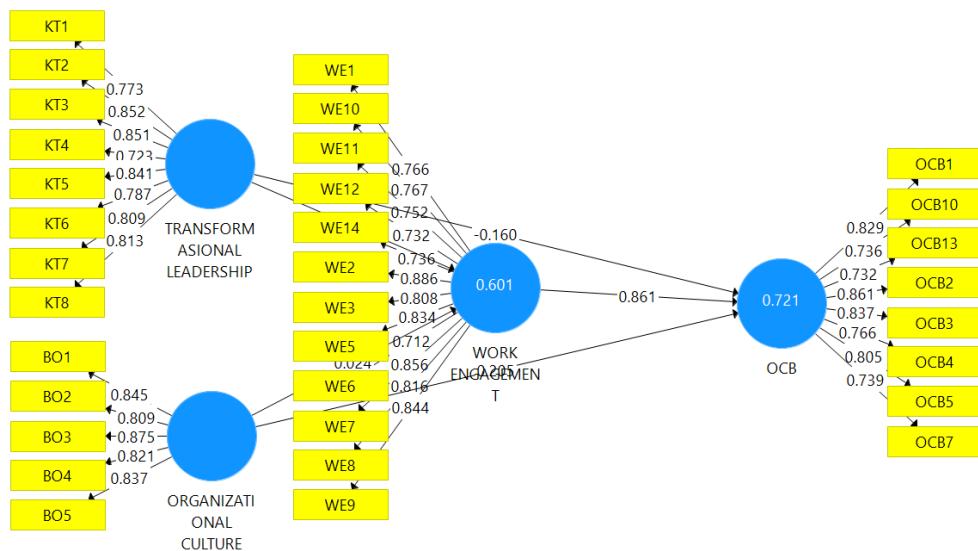


Figure 3
PATH ANALYSIS
Source: processed primary data, 2024

The path analysis results were obtained after the bootstrapping process to acquire t-values and significance levels. Alternative hypotheses are accepted if the t-value ≥ 1.96 or the significance value < 0.05 .

Tabel 6

HYPOTHESIS RESULT

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|-----------------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| ORGANIZATIONAL CULTURE -> OCB | 0,205 | 0,219 | 0,092 | 2,231 | 0,026 |
| ORGANIZATIONAL CULTURE -> WORK ENGAGEMENT | 0,024 | 0,036 | 0,067 | 0,364 | 0,716 |
| TRANSFORMATIONAL LEADERSHIP-> OCB | -0,160 | -0,164 | 0,089 | 1,804 | 0,072 |
| TRANSFORMATIONAL LEADERSHIP-> WORK ENGAGEMENT | 0,761 | 0,757 | 0,097 | 7,817 | 0,000 |
| WORK ENGAGEMENT -> OCB | 0,861 | 0,851 | 0,066 | 13,014 | 0,000 |

Source: processed primary data, 2024

Results of Hypothesis Testing

Based on the test results shown in Table 6, the findings can be described as follows:

The Effect of Transformational Leadership on Work Engagement

Hypothesis 1 testing shows a coefficient value of 0.761, indicating that transformational leadership has a positive effect on work engagement. Better leadership leads to higher work engagement. The t-value is 7.817 with a significance level of 0.000 (<0.05), meaning transformational leadership positively and significantly affects work engagement. Therefore, Hypothesis 1 is accepted.

The Effect of Organizational Culture on Work Engagement

Hypothesis 2 testing shows a coefficient value of 0.024, indicating that organizational culture positively affects work engagement. A better organizational culture would lead to increased employee work engagement. However, the t-value is 0.364 with a significance of 0.716 (>0.05), indicating that organizational culture does not have a significant positive effect on work engagement. Thus, Hypothesis 2 is rejected.

The Effect of Transformational Leadership on Organizational Citizenship Behaviour (OCB)

Hypothesis 3 testing shows a coefficient of -0.160, indicating that transformational leadership negatively affects OCB. Better transformational leadership seems to reduce OCB. The t-value is 1.804 with a significance of 0.072 (>0.05), meaning the negative effect is not significant. Therefore, Hypothesis 3 is rejected.

The Effect of Organizational Culture on Organizational Citizenship Behaviour

Hypothesis 4 testing shows a coefficient of 0.205, indicating a positive effect of organizational culture on OCB. A better organizational culture increases OCB. The t-value is 2.231 with a significance of 0.026 (<0.05), showing a significant positive effect. Thus, Hypothesis 4 is accepted.

The Effect of Work Engagement on Organizational Citizenship Behaviour

Hypothesis 5 testing shows a coefficient of 0.861, meaning work engagement positively affects OCB. Increased work engagement leads to higher OCB. The t-value is 13.014 with significance of 0.000 (<0.05), indicating a significant positive effect. Hence, Hypothesis 5 is accepted.

Indirect Effects

The data analysis also examines indirect effects in the research model, particularly. The indirect effect of organizational culture on OCB mediated by work engagement.

Tabel 7
INDIRECT EFFECT

| | Original Sample (O) | T Statistics (O/STDEV) | P Values |
|------------------------------------|---------------------|--------------------------|----------|
| ORGANIZATIONAL CULTURE -> OCB | 0,021 | 0,374 | 0,708 |
| TRANSFORMASIONAL LEADERSHIP -> OCB | 0,655 | 6,402 | 0,000 |

Source: processed primary data, 2024

Interpretation the indirect effect of transformational leadership on OCB through work engagement is significant ($p = 0.000 < 0.05$), indicating that work engagement mediates the relationship. The indirect effect of organizational culture on OCB through work engagement is not significant ($p = 0.708 > 0.05$), indicating no mediation effect. This suggests that work engagement acts as an intervening variable between transformational leadership and OCB. The direct **effect** of transformational leadership on OCB was not significant (Table 4.14), meaning transformational leadership influences OCB indirectly by first increasing work engagement. On the other hand, for organizational culture, work engagement does not mediate the effect on OCB. Organizational culture directly influences OCB significantly but does not significantly affect work engagement.

Discussion

Transformational Leadership Positively Influences Work Engagement

The findings indicate that transformational leadership has a significant and positive impact on employee work engagement at PT Fajar Mas Murni, as shown by a t-value of 7.817 and a significance level of 0.000 (<0.05). This suggests that improvements in transformational leadership are associated with higher levels of work engagement. The analysis revealed that the item with the highest loading factor (0.852) was: "I believe the leader can guide me in my work," highlighting employees' trust in their leaders' guidance. Transformational leaders provide direction and information that help employees address challenges, thereby enhancing their engagement with the organization. Additionally, leaders encourage employees not only to perform their duties but also to pursue continuous learning. This outcome is consistent with Wardani and Helmy (2020), who reported a similarly positive relationship between transformational leadership and work engagement.

Organizational Culture Does Not Significantly Affect Work Engagement

The study results show that organizational culture does not have a significant influence on work engagement, with a t-value of 0.364 and a significance of 0.716 (>0.05). This indicates that strengthening organizational culture does not necessarily lead to higher work engagement. The item with the highest loading factor (0.875) was "The company facilitates employee interests," while the lowest (0.809) was "My company upholds trust values among employees, supervisors, and subordinates." These results suggest that employees may not fully internalize the organization's core values, resulting in a weaker cultural impact. This finding aligns with Maisoni, Yasri, & Abror (2018), who found no significant effect of organizational culture on engagement, but contrasts with Prahara and Hidayat (2015), who reported a positive impact.

Transformational Leadership Does Not Significantly Influence Organizational Citizenship Behavior

The analysis reveals that transformational leadership does not significantly affect OCB ($t = 1.804, p = 0.072 > 0.05$). The lowest loading factor (0.723) was associated with the item "The leader has inspired me with many leadership experiences." This implies that transformational leadership has not been fully implemented at PT Fajar Mas Murni and therefore does not substantially encourage OCB. Leaders have not consistently communicated the organization's objectives to motivate employees. These results correspond with Subhaktiyasa et al. (2023) and Ramadhani and Suhana (2024), but differ from findings by Wardani & Helmy (2020) and Supriyono & Purwaningsih (2018), which showed a positive effect.

Organizational Culture Positively Influences Organizational Citizenship Behavior

The study found that organizational culture has a significant positive impact on OCB, with a t-value of 2.231 and a p-value of 0.026 (<0.05). Stronger organizational culture fosters higher levels of OCB at PT Fajar Mas Murni. The item with the highest loading factor (0.875) was "The company facilitates employee interests," while the lowest (0.809) was "My company upholds trust values among employees, supervisors, and subordinates." Organizations should promote the internalization of cultural values, particularly ethical principles, to encourage employees to support company objectives. Employees who understand organizational goals are more likely to accept decisions and voluntarily assist colleagues, thereby enhancing OCB. These findings are in line with Arina et al. (2021), Sulistyowati (2014), and Nadeak (2018).

Work Engagement Positively Influences Organizational Citizenship Behavior

Work engagement was found to have a significant positive effect on OCB, with a t-value of 13.014 and a p-value of 0.000. The item with the highest loading factor (0.886) was "I feel energetic in working," while the lowest referred to maintaining enthusiasm when completing tasks under challenging conditions. This suggests that employees perceive their work as meaningful and are highly committed. Engaged employees tend to proactively improve work processes and resources, resulting in better overall performance. Strong work engagement also motivates employees to work harder, achieve more, and speak positively about the organization. These results support previous research by Arina et al. (2021), Ayuningsih (2021), and Atta & Khan (2015).

5. Conclusions

Based on the results of the study regarding the influence of Transformational Leadership and Organizational Culture on Organizational Citizenship Behavior through Work Engagement among employees of PT Fajar Mas Murni, the conclusions are as follows:

1. Transformational Leadership has a positive and significant effect on Work Engagement, meaning that better transformational leadership will increase employees' work engagement. The positive and significant effect also indicates that the leaders at PT Fajar Mas Murni exhibit positive and effective leadership that fosters higher work engagement.

2. Organizational Culture does not have a positive and significant effect on Work Engagement, implying that an improved organizational culture does not necessarily increase work engagement among employees of PT Fajar Mas Murni. It is possible that the organizational culture at PT Fajar Mas Murni is not yet strong enough to influence work engagement.

3. Transformational Leadership does not have a positive and significant effect on Organizational Citizenship Behavior, which means that better leadership does not necessarily enhance organizational citizenship behavior among employees.

4. Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior, indicating that a stronger and better organizational culture will improve employees' organizational citizenship behavior.

5. Work Engagement has a positive and significant effect on Organizational Citizenship Behavior, meaning that employees who have strong work engagement tend to enhance their potential abilities through organizational citizenship behavior.

6. Based on the indirect effects, Work Engagement acts as an intervening variable in the relationship between transformational leadership and organizational citizenship behavior. However, in the relationship between organizational culture and organizational citizenship behavior, work engagement does not serve as an intervening variable.

Suggestions

Based on the findings, the following recommendations are proposed:

1. For the transformational leadership variable, leaders should provide employees with opportunities to take responsibility, be involved, and receive delegation in decision-making for various projects in the company. Leaders should also appreciate and recognize employees' achievements. Fair treatment and close relationships with employees, along with maintaining good interpersonal relations, should be fostered to avoid conflicts among employees.

2. Company leaders need to engage more employees in the transformation process, so that the engagement is not only partial but more comprehensive. Broader engagement can increase employee awareness, reduce turnover rates, and ultimately improve productivity through organizational citizenship behavior.

3. Strengthen the organizational culture according to the company's core values, namely CREDIBLE (Competence, Responsive, Enthusiasm, Dynamic, Innovative, Better, Loyalty, and Excellence). Reinforcing these values can be done through in-house or on-the-job training, team outings, and building knowledge-sharing systems, thereby enhancing work productivity.

4. Regarding the work engagement variable, employees should be encouraged to maintain their work engagement with the company to foster feelings and willingness to assist in tasks related to company goals. Employees should also be given wider opportunities to be creative and make decisions in their work.

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