

The Effect of Employee Engagement and Job Satisfaction Towards Organizational Citizenship Behavior (Study on employees of PT. Angkasa Pura II SSK II Pekanbaru Airport)

Muhammad Hafizd Fitriansyah¹, Dewita Suryati Ningsih², Kurniawaty Fitri³

^{1,2,3}Universitas Riau

Article Info

Article history:

Received February, 2025

Revised February, 2025

Accepted February, 2025

Keywords:

Employee Engagement

Job Satisfaction

Organizational Citizenship Behavior

ABSTRACT

The purpose of this study is to ascertain how PT. Angkasa Pura II SSK II Airport Pekanbaru's organizational citizenship behavior, employee engagement, and job satisfaction are related. The 63 employees made up the study's population. The sample approach employed in this study is fed up sampling. Using the SPSS Version 26 software, the data analysis approach employed in this study was multiple linear regression analysis. The study's findings demonstrate a strong and favorable relationship between corporate citizenship practices and employee engagement. Job satisfaction and organizational citizenship behavior are positively and significantly correlated. At the same time, employee engagement and work satisfaction have a positive and considerable influence on corporate citizenship activity.

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Corresponding Author:

Name: Muhammad Hafizd Fitriansyah

Institution Address: Universitas Riau, Bina Widya, Jl HR. Subrantas KM. 12.5, Kelurahan Simpang Baru, Panam, Kec. Tampan, Pekanbaru 28293

e-mail: hafizdfitri0@gmail.com

1. INTRODUCTION

Since the competency and caliber of a company's personnel determines its effectiveness in accomplishing its objectives, human resources are a highly valued asset. To accomplish business objectives and thrive in a cutthroat market, employees are a workforce that is utilized to mobilize and integrate other resources [1].

Every company definitely needs employees to achieve its goals, one of which is the company at PT. Angkasa Pura II Sultan Syarif Kasim Airport (SSK II) Pekanbaru which operates in the field of airport services and airport related services, It is hoped that they will realize the importance of having employees who can support improving services at the airport. The behavior currently

expected by Organizations include extra behavior, also known as Organizational Citizenship Behavior (OCB), in addition to behavior that is in line with the job description.

Participating in activities outside of an employee's official responsibilities is known as organizational citizenship behavior, and it is a voluntary action that can improve an organization's performance. Wirawan (2013) in Lubis [2] states that organizational citizenship behavior is voluntary behavior in the workplace carried out by members freely which is outside the work requirements and provisions of the organization so that there is nothing in the organization's reward system which, if carried out by members, will improve the function of the organization.

Because it can boost commitment, job happiness, productivity, and lower staff turnover, this behavior is crucial for organizational success. Workers that exhibit Organizational Citizenship Behavior (OCB) are more likely to actively contribute to the advancement of the business without anticipating compensation from it [3].

In the context of a work environment like this, employee engagement is a crucial factor in influencing employee behavior in terms of increasing OCB. The first factor is employee engagement. Employee engagement is attachment, commitment and active contribution as well as a sense of ownership of work and the organization, where employees who are involved tend to have better performance compared to those who are not involved because they show positive emotions such as enthusiasm, joy and happiness.

Another factor that affects OCB is job satisfaction. Job satisfaction is the level of satisfaction a person feels with their job (the extent to which the person likes or dislikes their job), which is determined by the individual's view of their job [4]. Sugandi [5] said that employees who are satisfied with their work tend to show a positive attitude and carry out the tasks given by the company well and optimally. Apart from that, employees who feel a high level of job satisfaction will tend to feel strongly attached to their work so that it is difficult to leave it [6].

The following study aims to investigate in further depth the relationship between employee engagement and work satisfaction and PT's corporate citizenship activity. Angkasa Pura II SSK II Pekanbaru Airport.

2. LITERATURE REVIEW

2.1 Organizational Citizenship Behavior

Volunteer activities that go beyond an employee's official responsibilities are known as organizational citizenship behavior, and they can contribute to the smooth operation of an organization [3]. Positive actions taken by staff members that voluntarily help the

organization are known as Organizational Citizenship Behavior (OCB). Helping others without personal interests, participating in organizational activities, avoiding pointless confrontations, performing jobs beyond regular duties, and taking on extra labor are a few examples [7].

The study of organizational behavior includes the study of Organizational Citizenship Behavior (OCB), a type of work behavior that is frequently invisible or unrecognized by performing extra tasks beyond the primary responsibilities or those specified in the job description [8].

From these several definitions, it can be concluded that Organizational Citizenship Behavior (OCB) refers to the voluntary actions of employees who help the organization operate well through participation in activities outside their formal duties.

2.2 Employee Engagement

Employee engagement is attachment, commitment, and active contribution as well as a sense of ownership of work and the organization, where employees who are involved tend to have better performance than those who are not involved because they show positive emotions such as enthusiasm, joy, and happiness [9]. Nowadays, Employee Engagement can also create a strong sense of bond between the individual and the organization so that they want to remain loyal to the organization [10].

From these several definitions, it can be concluded that employee engagement is a condition where employees are actively involved in their work with enthusiasm, dedication and strong focus. Therefore, the success and productivity of individuals as well as the organization as a whole are greatly impacted by employee engagement.

2.3 Job Satisfaction

Job satisfaction is the level of satisfaction a person feels with their job (the extent to which the person likes or dislikes their job), which is determined by the individual's view of their job [4]. Therefore, having job satisfaction is important for employees to ensure smooth completion of tasks and alignment with company goals [9].

Factors such as pay and benefits, career development opportunities, supportive relationships with superiors and coworkers, a positive work environment, and recognition for performance have been identified as key contributors to job satisfaction [11].

Job satisfaction has been studied extensively in the fields of organizational psychology and human resource management, it refers to employee's positive feelings and satisfaction with their jobs and the work environment, which contributes to increased productivity and reduced turnover. This shows that individuals' views of their work directly influence the level of job satisfaction they experience.

3. METHODS

Because it uses a quantitative approach and is a type of causal research, this study is classified as survey research. The subjects of this study were PT staff. Angkasa Pura II SSK II Pekanbaru Airport which

operates in the field of airport services and services related to airports located on Jalan Maharatu, Marpoyan Damai District, Pekanbaru City, Riau 28288. The sample approach employed in this study combines non-probability sampling with purposeful sampling. The Slovin formula, which determined the number of samples needed for this investigation, produced a sample size of 63 people with a 10% standard error. All workers of PT. Angkasa Pura II SSK II Airport Pekanbaru served as research samples for this study, and questionnaires and interviews were employed to collect data. SPSS version 26 is the analysis tool used in this study.

4. RESULTS AND DISCUSSION

4.1 Data Quality Analysis Result

4.1.1 Validity Test

When r count is more than r table, the measuring device is deemed legitimate; conversely, when r table is less than r count, the device is deemed invalid.

Table 1.1: Validity Test Results

Variable	Statement	R table	R Count	Information
Employee Engagement (X1)	X1.1	0,248	0,903	Valid
	X1.2	0,248	0,874	Valid
	X1.3	0,248	0,852	Valid
Job Satisfaction (X2)	X2.1	0,248	0,693	Valid
	X2.2	0,248	0,848	Valid
	X2.3	0,248	0,751	Valid
	X2.4	0,248	0,771	Valid
	X2.5	0,248	0,813	Valid
	X2.6	0,248	0,777	Valid
Organizational Citizenship Behavior (Y)	Y1	0,248	0,747	Valid
	Y2	0,248	0,827	Valid
	Y3	0,248	0,725	Valid
	Y4	0,248	0,872	Valid
	Y5	0,248	0,854	Valid

Source: Processed Data, 2024

Based on the table above, it can be seen that the calculated r value for all statement items for variables is > 0.248 , meaning that the items used to measure each variable are declared valid.

4.1.2 Reliability Test

An instrument is declared reliable if it has a Cronbach's Alpha value > 0.60 , meaning this number can determine whether an instrument is reliable or not

Table 1.2: Reliability Test Results

Variable	Cronbach's Alpha	Law	Information
Employee Engagement (X1)	0,848	>0.60	Reliabel
Job Satisfaction (X2)	0,867	>0.60	Reliabel
Organizational Citizenship Behavior (Y)	0,863	>0.60	Reliabel

Source: Processed Data, 2024

It is evident from the preceding table that the reliability value for every variable is more than 0.60, indicating that the measuring device employed to assess each research variable is deemed reliable.

4.2 Classical Assumption Analysis

4.2.1 Normality Test

The data is deemed normal if the K-S test's significance value is higher than 0.05.

Table 1.3: Normality Test Result

One-Sample Kolmogorov-Smirnov Test		
N		Unstandardized Residual
		63
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,55583705
Most Extreme Differences	Absolute	,108
	Positive	,064
	Negative	-,108
Test Statistic		,108
Asymp. Sig. (2-tailed)		,067 ^c
a. Test distribution is Normal		
b. Calculated from data		
c. Lilliefors Significance Correction.		

Source: Processed Data, 2024

Based on the table above, the significance value of the Kolmogorov Smirnov test is 0.067, which means the significance value is >

0.05. Thus it can be concluded that the data is normally distributed.

4.2.2 Multicollinearity Test

Table 1.4: Multicollinearity Test Results

Model	Collinearity Statistics		
	Tolerance	VIP	Information
Employee Engagement (X1)	0,559	1,790	No Multicollinearity
Job Satisfaction (X2)	0,559	1,790	No Multicollinearity

Source: Processed Data, 2024

The table data above shows that the VIF value of all independent variables is < 10 and tolerance is > 0.10 or 10%. This means that there is no perfect correlation between

independent variables in the regression model or the regression model is free from multicollinearity.

4.2.3 Heteroscedasticity Test

Table 1.5: Glejser Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,858	1,131		1,642	,106
	Employee Engagement	,018	,061	,052	,303	,763
	Job Satisfaction	-,091	,098	-,159	-,928	,357
a. Dependent Variable: Abs_RES						

Source: Processed Data, 2024

4.3 Hypothesis Testing

4.3.1 T Test (Partial)

It can be inferred that the independent variable significantly affects the dependent variable if the coefficient table displays a sig value < 0.05 or if the computed t value > t table.

Table 1.6: T Test Results (Partial)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	sig
		B	Std. Error	Beta		
1.	(Constant)	1,173	1,715		,684	,497
	Employee Engagement (X1)	,368	,092	,383	3,995	,000
	Job Satisfaction (X2)	,821	,149	,527	5,505	,000
a. Dependent Variable: Organizational Citizenship Behavior						

Source: Processed Data, 2024

- a) Employee Engagement has a positive and significant effect on Organizational Citizenship Behavior. So the first hypothesis (H1) **accepted**.
 b) Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior. So the second hypothesis (H2) **accepted**.

4.3.2 F Test (Simultaneous Test)

Table 1.7: F Test (Simultaneous Test)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1.	Regression	337,921	2	168,961	67,549	,000 ^b
	Residual	150,079	60	2,501		
	Total	488,000	62			
a. Dependent Variable: Organizational Citizenship Behavior						
b. Predictors: (Constant), Job Satisfaction, Employee Engagement						

Source: Processed Data, 2024

Together, job satisfaction and employee engagement have a big impact on organizational citizenship behavior. Thus, it is decided to adopt the third hypothesis (H3).

4.2.3 Multiple Linear Regression Analysis

The analytical technique employed in this study to determine if the independent variable can adequately explain the

dependent variable is multiple linear regression analysis.

Table 1.8: Coefficient Values in the Multiple Linear Regression Equation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	sig
		B	Std. Error	Beta		
1.	(Constant)	1,173	1,715		,684	,497
	Employee Engagement (X1)	,368	,092	,383	3,995	,000
	Job Satisfaction (X2)	,821	,149	,527	5,505	,000

a. Dependent Variable: Organizational Citizenship Behavior

Source: Processed Data, 2024

The meaning of the multiple linear regression equation above is as follows:

- The value $\alpha = 1.173$, indicating that if Employee Engagement (X1) and Job Satisfaction (X2) are considered constant or fixed, then the productivity value is 1.173.
- The value of $\beta_1 = 0.368$. The Employee Engagement regression coefficient is positive, so it can be said that the

direction of influence of the Employee Engagement variable on Organizational Citizenship Behavior is positive.

- The value of $\beta_2 = 0.821$. The Job Satisfaction coefficient is positive, so it can be said that the direction of influence of the Job Satisfaction variable on Organizational Citizenship Behavior is positive

4.2.4 Coefficient of Determination

The Coefficient of Determination is a quantity that shows the amount of variation

in the dependent variable that can be explained by the independent variable.

Table 1.9: Coefficient of Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,832 ^a	,692	,682	1,58156

a. Predictors: (Constant), Job Satisfaction, Employee Engagement

b. Dependent Variable: Organizational Citizenship Behavior

Source: Processed Data, 2024

The Adjusted R-Square value, as seen in the preceding table, is 0.682, or 68.2%. This indicates that job satisfaction and employee engagement have an impact on 68.2% of the

organizational citizenship behavior variable. Other factors that were not included in this study, however, have an impact on the remainder.

5. CONCLUSION

Several inferences can be made from the study findings presented in the preceding chapter, including:

- 1) PT. Angkasa Pura II SSK II Airport Pekanbaru's organizational

citizenship behavior is positively and significantly impacted by employee engagement.

- 2) At PT. Angkasa Pura II SSK II Airport Pekanbaru, job satisfaction significantly and favorably affects organizational citizenship behavior.

- 3) At PT. Angkasa Pura II SSK II Airport Pekanbaru, job satisfaction and employee engagement both significantly and favorably influence organizational citizenship behavior.

ACKNOWLEDGEMENTS

The author would like to thank the respondents who were willing to contribute so that this article could be published. Furthermore, the author would also like to express infinite gratitude to parents, lecturers, family, special people, friends who have poured out their prayers, energy and other support to the author to this day.

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