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The Influence of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior Through Employee Engagement Among Employees of the Maluku Province Marine and Fisheries Agency

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ABSTRACT

This study aims to analyze the influence of job satisfaction and organizational commitment on Organizational Citizenship Behavior (OCB) through Employee Engagement among employees of the Maluku Province Maritime Affairs and Fisheries Service. The study used a quantitative approach with a sample of 60 employees determined through a purposive sampling technique. Data were collected through questionnaires and analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS. The results showed that job satisfaction had a positive and significant effect on Employee Engagement and OCB. Organizational commitment had a positive and significant effect on Employee Engagement, but did not have a significant direct effect on OCB. Furthermore, Employee Engagement had a positive and significant effect on OCB and was proven to mediate the influence of job satisfaction and organizational commitment on OCB. These findings indicate that Employee Engagement has an important role in encouraging the formation of OCB behavior. Therefore, increasing job satisfaction, strengthening organizational commitment, and creating employee involvement in work need to be a concern in supporting positive behavior and employee contributions outside of formal duties.

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1. INTRODUCTION

Human resources play a strategic role in determining the success of an organization because employees are not only tasked with carrying out their work according to their responsibilities, but also play a role in driving the achievement of organizational goals. Demands for work effectiveness, service quality, coordination, and adaptability require organizations to employ employees capable of carrying out formal tasks while simultaneously contributing more to the organization's interests. One form of this contribution is reflected through Organizational Citizenship Behavior (OCB). [1] describes OCB as voluntary individual behavior that is not directly part of the formal reward system, but its existence can contribute to increasing organizational effectiveness.

OCB is particularly important in public sector organizations where work requires cooperation, coordination, concern, and the willingness of employees to provide support in providing services to the public. Employees with good OCB are not only oriented towards completing their main tasks and functions, but also demonstrate initiative in helping colleagues, maintaining harmonious working relationships, paying attention to the interests of the organization, and being willing to provide support when the workload increases. Conversely, suboptimal OCB can be reflected in employee behavior that only focuses on their respective tasks, lacks initiative in helping colleagues, minimal willingness to provide additional contributions, and low participation in organizational activities.

This issue is relevant for study at the Maluku Province Maritime Affairs and Fisheries Service, considering that the implementation of tasks in this agency requires good coordination, both between employees and between sectors. The diverse characteristics of work require employees to be able to work independently while building cooperation in achieving organizational goals. In certain conditions, completing work is not enough to rely solely on the formal division of tasks, but requires employees' willingness to assist colleagues, handle urgent work, share information, coordinate across sectors, and take initiatives in supporting organizational activities. Therefore, OCB is an important aspect that needs to be considered because suboptimal extra-role behavior has the potential to hinder coordination, slow down work completion, and affect the achievement of organizational goals.

One factor that theoretically explains the formation of OCB is job satisfaction. Job satisfaction describes an employee's positive attitude or feelings that develop after evaluating various aspects of their job. [2] explain that job satisfaction is a person's positive feelings toward their job that emerge after evaluating the job's characteristics. Employees with high job satisfaction tend to display positive attitudes, have greater enthusiasm, and are more open to contributing to the organization. Conversely, job dissatisfaction can make employees more oriented toward completing formal obligations and reduce the urge to contribute beyond job demands.

In the context of the Maluku Province Maritime Affairs and Fisheries Service, job satisfaction can be related to employee assessments of various aspects of their work, such as job characteristics, relationships with leaders and colleagues, rewards, opportunities for development, work environment conditions, and the suitability between employee expectations and the conditions received. Mismatches in these aspects have the potential to cause dissatisfaction, which can then be reflected in decreased enthusiasm, involvement, and initiative in the work. If this condition occurs continuously, employees may be more inclined to work only to fulfill formal duties, thus reducing the opportunity for extra-role behavior to emerge. Conversely, high job satisfaction can create a more positive psychological state and encourage employees to make additional contributions to the organization.

Besides job satisfaction, organizational commitment is another factor related to OCB. [3] define organizational commitment as a psychological state that reflects an individual's relationship with the organization and influences their decision to maintain membership in the organization. Commitment reflects the employee's level of attachment, sense of belonging, loyalty, and willingness to support the achievement of organizational goals. Employees with strong commitment tend to show concern for the organization's success and are willing to exert greater effort in carrying out their responsibilities.

However, the level of organizational commitment among each employee is not always the same. Differences can be seen in the level of sense of belonging to the organization, willingness to participate in organizational activities, concern for problems in the workplace, and willingness to contribute beyond formal job demands. Employees with low organizational

commitment tend to be more oriented towards individual interests and tasks. This condition can reduce the willingness to help coworkers, contribute ideas, get involved in organizational activities, or engage in voluntary actions that support the organization's interests. Therefore, strengthening organizational commitment is crucial in encouraging the development of OCB behavior.

However, the influence of job satisfaction and organizational commitment on OCB cannot always be understood as a direct relationship. A mechanism is needed to explain how employees' positive attitudes toward their work and organization translate into concrete behavior. One relevant variable in explaining this mechanism is employee engagement. [4] define employee engagement as a positive psychological state related to work and characterized by vigor, dedication, and absorption. Highly engaged employees are not only physically present and performing their work, but also demonstrate energy, enthusiasm, dedication, and deep involvement in their work.

In carrying out duties at the Maluku Province Maritime Affairs and Fisheries Service, the level of employee engagement is crucial because successful work requires active employee involvement in various organizational activities. Problems can arise when employees continue to carry out their duties administratively but do not demonstrate the same level of energy, enthusiasm, initiative, and psychological involvement in their work. This condition can be seen from a low willingness to take initiative, a lack of enthusiasm when given additional tasks, limited involvement in organizational activities, and a tendency to wait for direction before completing work. This indicates that employee presence in the workplace does not necessarily reflect a high level of engagement with their work.

*Employee engagement*Furthermore, it can be positioned as a mechanism explaining the relationship between job satisfaction and OCB. Employees who have a pleasant work experience and feel satisfied with their jobs tend to have a more positive psychological state. This condition can encourage increased energy, dedication, and involvement in work. When employees have high engagement, they are more motivated to take actions that go beyond formal job demands, such as helping coworkers, taking initiative, maintaining work relationships, and participating in organizational activities. Thus, job satisfaction has the potential to influence OCB both directly and through increased employee engagement.

The same mechanism can be used to explain the relationship between organizational commitment and OCB. Employees who are strongly attached to their organization tend to share similar values and concern for achieving organizational goals. This attachment can increase employees' willingness to actively engage in their work and make additional contributions. Thus, employee engagement can serve as a link explaining how organizational commitment translates into OCB behavior. Highly committed employees not only demonstrate a desire to remain with the organization but also have the potential to demonstrate active involvement and positive behaviors that support the achievement of organizational goals.

The relationship between these variables can be explained through Social Exchange Theory developed by [5]. This theory explains that relationships between individuals and organizations are built through an exchange process based on mutual benefits and responses. When employees have positive experiences at work and feel a positive connection with the organization, they tend to respond positively through increased engagement and contribution. Within this framework, job satisfaction and organizational commitment can be conditions that encourage employee engagement, while this engagement can then encourage employees to demonstrate OCB as a form of positive contribution to the organization.

Although theoretically the relationship between job satisfaction, organizational commitment, employee engagement, and OCB can be directed towards a positive relationship, previous

research findings do not always show uniform results. Differences in organizational characteristics, type of work, work environment, employee characteristics, and the context of public and private organizations can cause differences in the strength of the relationship between variables. In addition, previous research tends to examine the direct influence of job satisfaction and organizational commitment on OCB, while research examining employee engagement as a bridging variable still needs to be expanded, particularly in the context of regional government organizations.

The limitations of this research context make it even more relevant to examine the Maluku Provincial Maritime Affairs and Fisheries Service. The characteristics of work and coordination requirements within regional organizations have their own contexts, so research findings from other organizations or regions may not be directly applicable to this environment. Therefore, this study aims not only to determine the influence of job satisfaction and organizational commitment on OCB, but also to explain the mechanisms of this influence through employee engagement as a mediating variable.

Based on the description, the main research problem can be seen from the suboptimal extra-role behavior of employees, the possibility of differences in job satisfaction levels, the unequal employee engagement to work and the organization, and the need to strengthen employee commitment in contributing to the organization. These conditions indicate that increasing OCB is not enough to be done only by encouraging employees to complete formal tasks, but also needs to pay attention to work experience, engagement to the organization, and employee involvement in their work.

2. LITERATURE REVIEW

2.1 Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is voluntary employee behavior outside of formal obligations that supports organizational effectiveness (Organ, 1988). OCB encompasses altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. This behavior demonstrates an employee's willingness to help coworkers, maintain working relationships, comply with regulations, and participate in organizational activities.

2.2 Job satisfaction

[2] define job satisfaction as a positive feeling toward one's job resulting from an evaluation of job characteristics. Job satisfaction relates to work, rewards, promotions, supervision, and coworkers. Employees with positive work experiences tend to exhibit attitudes and behaviors that support the organization.

2.3 Organizational Commitment

[3] define organizational commitment as a psychological state that indicates an employee's attachment to the organization. Commitment consists of affective, continuance, and normative commitment. Strong commitment can increase employees' sense of belonging, loyalty, and willingness to contribute to the organization.

2.4 Employee Engagement

[4] define employee engagement as a positive psychological state related to work and characterized by vigor, dedication, and absorption. Employees who are highly engaged tend to have energy, enthusiasm, and concentration in carrying out their work.

2.5 Social Exchange Theory

The relationship between the variables in this study is based on Social Exchange Theory [5],

which explains that the relationship between individuals and organizations is built on the principle of reciprocity. Positive experiences received by employees can encourage positive responses in the form of engagement and behaviors that support the organization. In this study, job satisfaction and organizational commitment are seen as increasing employee engagement, which in turn drives OCB.

2.6 Hypothesis Development

2.6.1 Job Satisfaction on Employee Engagement

Job satisfaction can create positive psychological experiences, thus encouraging employees to be more enthusiastic and engaged in their work. [6] found that job satisfaction positively influences employee engagement. This finding strengthens the argument that positive work experiences can increase employee engagement.

H1: Job Satisfaction Has a Positive Influence on Employee Engagement.

2.6.2 Organizational Commitment to Employee Engagement.

Employees with a strong attachment to their organization tend to be more willing to devote energy and attention to their work. This commitment can form the basis for higher levels of work engagement. [7] demonstrated that employee engagement is related to organizational commitment in their organizational behavior model.

H2: Organizational Commitment Has a Positive Influence on Employee Engagement.

2.6.3 Job Satisfaction Towards OCB

Job satisfaction can shape positive attitudes toward work and the organization, which in turn encourages employees' willingness to contribute beyond formal duties. [8] found that job satisfaction had a positive and significant effect on OCB. [9] also found that job satisfaction significantly influenced OCB at Malut Post, Ternate City.

H3: Job Satisfaction Has a Positive Influence on OCB.

2.6.4 Organizational Commitment to OCB

Organizational commitment indicates an employee's level of attachment and concern for the organization. Employees with high commitment tend to be willing to make greater contributions to achieving organizational goals. [10] found that organizational commitment had a positive and significant effect on OCB among employees at the West Java Provincial Manpower and Transmigration Office.

H4: Organizational Commitment Has a Positive Influence on OCB.

Employee Engagement Against OCB.

Employees with high levels of energy, dedication, and engagement in their work are more likely to exhibit extra-role behaviors. [8] found that employee engagement had a positive and significant effect on OCB. Similar results were found by [9] at Malut Post in Ternate City.

H5: Employee Engagement Has a Positive Influence on OCB.

2.6.5 *Employee Engagement as a Mediator of Job Satisfaction on OCB*

Job satisfaction can increase employee engagement, which in turn encourages extra-role behavior. Findings by [9] indicate that job satisfaction and employee engagement significantly influence OCB, although the study used intention to stay as a mediator. Sudirman and Arninda's research also examined employee engagement, job satisfaction, and OCB among civil servants, thus strengthening the relevance of the relationship between these three variables in the public sector context.

H6: Employee Engagement Mediates InfluencePositive Job Satisfaction on OCB.

2.6.6 *Employee Engagement as a Mediator of Organizational Commitment to OCB*

Organizational commitment can encourage employees to be more engaged in their work, while this engagement can be realized through extra-role behavior. [10] found that organizational commitment and employee engagement had a positive and significant effect on OCB among employees of the Manpower and Transmigration Office of West Java Province. However, [11] found that employee engagement did not mediate the relationship between organizational commitment and OCB in small companies in Croatia. These differences in results indicate an interesting empirical gap to be re-examined in the context of public sector organizations in Indonesia.

H7: Employee Engagement Mediates InfluencePositive Organizational Commitment Towards OCB.

3. METHODS

The population of this study was all employees of the Maluku Province Maritime Affairs and Fisheries Service. The sample was determined using purposive sampling, with the criteria being employees who had worked for at least one year and were willing to participate. The sample size used in this study was 60 employees.

Table 1. Operational Definition of Variables

Variables	Operational Definition	Indicator
Job Satisfaction (X1)	The level of positive feelings of employees towards their work and the working conditions they feel when carrying out their duties at the Maluku Province Maritime Affairs and Fisheries Service.	1. The work itself 2. Supervision/leadership 3. Co-workers
Organizational Commitment (X2)	The level of employee engagement with the Maluku Province Maritime Affairs and Fisheries Service is reflected in the desire to remain part of the organization and carry out official responsibilities.	1. Affective commitment 2. Ongoing commitment 3. Normative commitment
Employee Engagement (M)	The level of employee involvement in carrying out official duties is demonstrated through enthusiasm, dedication and full involvement in work.	1. Work enthusiasm 2. Dedication to work 3. Involvement in work

Organizational Citizenship Behavior (OCB) (Y)	Voluntary employee behavior outside of formal duties that supports the smooth implementation of duties and work effectiveness at the Maluku Province Maritime Affairs and Fisheries Service.	1. Helping coworkers 2. Compliance with the rules 3. Sportsmanship 4. Maintaining working relationships 5. Participating in official activities

4. RESULTS AND DISCUSSION

4.1 Measurement Model Test Results

Testing of the measurement model (outer model) is carried out to ensure that the indicators used are capable of measuring The research constructs are valid and reliable. Testing includes outer loading values, discriminant validity, and construct reliability through Cronbach's Alpha and Composite Reliability.

Table 2. Outer Loading Values

Variables	Indicator	Outer Loading	Information
Employee Engagement (EE)	EE1	0.842	Valid
	EE2	0.876	Valid
	EE3	0.917	Valid
	EE4	0.834	Valid
	EE5	0.886	Valid
Job Satisfaction (KK)	KK1	0.879	Valid
	KK2	0.841	Valid
	KK3	0.825	Valid
	KK4	0.905	Valid
	KK5	0.892	Valid
Organizational Commitment (OC)	KO1	0.910	Valid
	KO2	0.875	Valid
	KO3	0.831	Valid
	KO4	0.880	Valid
	KO5	0.885	Valid
Organizational Citizenship Behavior (OCB)	OCB1	0.835	Valid
	OCB2	0.898	Valid
	OCB3	0.853	Valid
	OCB4	0.867	Valid
	OCB5	0.829	Valid

Source:Primary Data Processed Using Smartpls 4, 2026.

Table 3. Discriminant Validity Test Results

Variables	Employee Engagement	Job satisfaction	Organizational Commitment	OCB
Employee Engagement	0.872	0.653	0.468	0.748
Job satisfaction	0.653	0.869	0.021	0.668
Organizational Commitment	0.468	0.021	0.877	0.359
OCB	0.748	0.668	0.359	0.857

Source: Processed Data, 2026

Table 4. Results of Composite Reliability and Construct Validity Tests

Variables	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE
Employee Engagement	0.921	0.921	0.940	0.760
Job satisfaction	0.919	0.921	0.939	0.755

Organizational Commitment	0.925	0.954	0.943	0.768
OCB	0.909	0.913	0.932	0.734

Source: Processed Data, 2026

Based on the results of the measurement model test, all indicators in the Employee Engagement, Job Satisfaction, Organizational Commitment, and OCB variables have outer loading values above 0.70, thus meeting the convergent validity criteria. The results of the discriminant validity test using the Fornell-Larcker criteria show that the square root of the AVE value for each construct is greater than the correlation between other constructs, which indicates that each variable has a good ability to differentiate its constructs. In addition, The Cronbach's Alpha and Composite Reliability values for all variables were above 0.70, and the AVE value exceeded 0.50. Thus, all research constructs were declared valid and reliable, thus fulfilling the requirements for use in testing the structural model and research hypotheses.

4.2 Structural Model Test Results

4.2.1 Coefficient of Determination (R-Square)

The results of the R-Square and Adjusted R-Square tests are presented in Table 5 below.

Table 5. R Square Test Results

Endogenous Variables	R Square	Adjusted R Square
Employee Engagement	0.633	0.620
OCB	0.630	0.611

Source: Processed Data, 2026

4.2.2 Effect Size (f-Square)

Table 6. Effect Size (f-Square)

Connection	f-Square	Category
Employee Engagement Against OCB	0.176	Currently
Job Satisfaction on Employee Engagement	1,127	Big
Job Satisfaction Towards OCB	0.193	Currently
Organizational Commitment to Employee Engagement	0.561	Big
Organizational Commitment to OCB	0.041	Small

Source: Processed Data, 2026

Based on Table 5 and Table 6, the R-Square value of Employee Engagement of 0.633 indicates that Job Satisfaction and Organizational Commitment are able to explain 63.3% of the variation in Employee Engagement, while the R-Square of OCB of 0.630 indicates that Job Satisfaction, Organizational Commitment, and Employee Engagement are able to explain 63.0% of the variation in OCB. Furthermore, the largest effect size is found in the influence of Job Satisfaction on Employee Engagement of 1.127 and Organizational Commitment on Employee Engagement of 0.561, both of which are categorized as large. The influence of Employee Engagement on OCB of 0.176 and Job Satisfaction on OCB of 0.193 is categorized as medium, while Organizational Commitment on OCB of 0.041 is categorized as small. These results indicate that the model has quite strong explanatory power, with the largest contribution being in the relationship between Job Satisfaction and Organizational Commitment on Employee Engagement.

4.3 Hypothesis Testing

Hypothesis testing was carried out using the bootstrapping method in SmartPLS

4. The hypothesis was declared accepted if the T-Statistics value > 1.96 and P-Value < 0.05.

Table 7. Hypothesis Testing Results

Hypothesis	Variable Relationship	Path Coefficient (β)	T Statistics	P Values	Information
H1	Job Satisfaction on Employee Engagement	0.644	7,970	0,000	Accepted
H2	Organizational Commitment to Employee Engagement	0.454	5,932	0,000	Accepted
H3	Job Satisfaction towards OCB	0.390	4,324	0,000	Accepted
H4	Employee Engagement on OCB	0.421	3,897	0,000	Accepted
H5	Organizational Commitment to OCB	0.154	1,905	0.057	Rejected
H6	Job Satisfaction on OCB through Employee Engagement	0.271	3,340	0.001	Accepted
H7	Organizational Commitment to OCB through Employee Engagement	0.191	3,051	0.002	Accepted

Source: Processed Data, 2026

Based on Table 7, the test results show that six of the seven hypotheses are accepted. Job Satisfaction has a positive and significant effect on Employee Engagement and OCB, while Organizational Commitment has a positive and significant effect on Employee Engagement, but not a significant effect on OCB. Employee Engagement has a positive and significant effect on OCB and is proven to mediate the influence of Job Satisfaction and Organizational Commitment on OCB. These findings indicate that Employee Engagement has an important role in improving employee OCB.

4.4 Discussion

4.4.1 The Influence of Job Satisfaction on Employee Engagement

The results of the study indicate that Job Satisfaction has a positive and significant effect on Employee Engagement among employees of the Maluku Province Maritime Affairs and Fisheries Service, with a path coefficient of 0.644, a t-statistic value of 7.970, and a p-value of 0.000. Thus, H1 is declared accepted. These results indicate that the better the employee satisfaction with their job, leadership, and coworkers, the higher the employee engagement in carrying out official duties. At the Maluku Province Maritime Affairs and Fisheries Service, duties relate to the administration of maritime and fisheries affairs, as well as administrative and technical services that support the implementation of programs and activities in this area. This requires employees who not only fulfill their responsibilities but also demonstrate enthusiasm, dedication, and commitment to their work. Satisfaction with their work and positive relationships with superiors and colleagues can create a positive work experience, encouraging employees to be more active and involved in carrying out their duties. This finding aligns with research by [6], which found that job satisfaction has a positive and significant effect on employee engagement. These results indicate that job satisfaction is a crucial factor in increasing employee engagement. Therefore, at the Maluku Provincial Maritime Affairs and Fisheries Service, increasing job satisfaction can be one way to strengthen employee engagement.

4.4.2 The Influence of Organizational Commitment on Employee Engagement

The results of the study indicate that Organizational Commitment has a positive and significant effect on Employee Engagement among employees of the Maluku Province Maritime Affairs and Fisheries Service, with a path coefficient of 0.454, a t-statistic value of 5.932, and a p-value of 0.000. Thus, H2 is declared accepted. This finding indicates that the stronger the employee's

commitment to the organization, the higher the employee's involvement in carrying out their work.

Organizational commitment, consisting of affective, ongoing, and normative commitment, demonstrates employee engagement with the organization. In the Maluku Province Maritime Affairs and Fisheries Service, this engagement can encourage employees to be more enthusiastic and dedicated in carrying out various tasks related to the administration of maritime and fisheries affairs. Employees who feel part of the organization tend to be more willing to devote attention and energy to completing their work.

ResultsThis is in line with research by [10], which showed that organizational commitment has a positive and significant effect on employee engagement. These findings reinforce the notion that organizational commitment is a factor that can encourage employee engagement in their work. In the context of the Maluku Province Maritime Affairs and Fisheries Service, strengthening employee commitment can be directed at increasing their sense of belonging, responsibility, and willingness to contribute to the implementation of official duties.

4.4.3 The Influence of Job Satisfaction on Organizational Citizenship Behavior

The results of the study indicate that Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB) among employees of the Maluku Province Maritime Affairs and Fisheries Service, with a path coefficient of 0.390, a t-statistic value of 4.324, and a p-value of 0.000. Thus, H3 is declared accepted. These findings indicate that employees who are satisfied with their jobs, leaders, and coworkers tend to be more willing to demonstrate positive behaviors that support job performance. In the context of the Maluku Province Maritime Affairs and Fisheries Service, OCB can be reflected in a willingness to help coworkers when facing difficulties, maintaining working relationships, complying with official regulations, demonstrating sportsmanship, and participating in activities that support the implementation of organizational tasks. This condition aligns with the concept of OCB proposed by [1], which encompasses altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Job satisfaction can create a positive psychological state so that employees are not only oriented towards formal tasks but also motivated to make additional contributions to their work environment.

The results of this study align with those of [6], [8], [12], who found that job satisfaction has a positive and significant effect on OCB. Therefore, increasing employee job satisfaction at the Maluku Province Maritime Affairs and Fisheries Service has the potential to strengthen work behaviors that support the effectiveness of official duties.

4.4.4 The Influence of Employee Engagement on Organizational Citizenship Behavior

The results of the study indicate that Employee Engagement has a positive and significant effect on OCB in employees of the Maluku Province Maritime Affairs and Fisheries Service, with a path coefficient of 0.421, a t-statistic value of 3.897, and a p-value of 0.000. Thus, H4 is declared accepted.

ResultsThis indicates that employees who are highly enthusiastic, dedicated, and engaged in their work tend to be more willing to engage in behaviors that go beyond formal job demands. In carrying out their duties at the Maluku Province Maritime Affairs and Fisheries Service, employee engagement can be seen from their willingness to provide assistance to colleagues, maintain good working relationships, comply with official regulations, and participate in activities related to their duties. Employee engagement creates a stronger attachment to their work, leading to a greater sense of motivation to contribute to the workplace. This finding can also be explained by [5] Social Exchange Theory, which states that a positive relationship between employees and

the organizational environment can encourage positive reciprocal behavior. The results of this study align with those of [9] in Malut Post, Ternate City, and research by [8], which showed that employee engagement has a positive and significant effect on OCB. These findings reinforce the notion that employee engagement is a crucial factor in shaping employee OCB behavior.

4.4.5 The Influence of Organizational Commitment on Organizational Citizenship Behavior

The results of the study indicate that Organizational Commitment has a positive but insignificant effect on OCB among employees of the Maluku Province Maritime Affairs and Fisheries Service, with a path coefficient of 0.154, a t-statistic of 1.905, and a p-value of 0.057. Since the t-statistic is less than 1.96 and the p-value is greater than 0.05, H5 is rejected. This finding indicates that employee commitment to the organization has not been directly able to significantly increase OCB. In the context of the Maluku Province Maritime Affairs and Fisheries Service, an employee can have an attachment to the organization and continue to carry out his official responsibilities, but this condition does not necessarily directly encourage the emergence of voluntary behavior outside of formal duties. These results indicate that organizational commitment needs to be realized through real involvement in work in order to produce OCB behavior. In other words, a sense of belonging and attachment to the organization is not enough if it is not accompanied by enthusiasm, dedication, and involvement in carrying out work.

This finding differs from the research of [10], [12], which found a positive and significant effect of organizational commitment on OCB. However, this study's results align with those of [13], who found that organizational commitment had no significant partial effect on OCB. These differences indicate that the relationship between organizational commitment and OCB can be influenced by job characteristics and the organizational context.

4.4.6 The Role of Employee Engagement in Mediating the Effect of Job Satisfaction on OCB

The results of the study indicate that Job Satisfaction has a positive and significant effect on OCB through Employee Engagement, with a path coefficient of 0.271, a t-statistic value of 3.340, and a p-value of 0.001. Thus, H6 is declared accepted.

ResultsThis indicates that job satisfaction among employees at the Maluku Province Maritime Affairs and Fisheries Service not only directly drives OCB but also increases employee engagement. Employees who are satisfied with their jobs, leaders, and coworkers tend to have higher morale and dedication. This engagement, in turn, encourages employees to make positive contributions through helpful behaviors, maintaining working relationships, complying with regulations, and participating in official activities.

These findings demonstrate that employee engagement is a crucial mechanism in transforming job satisfaction into OCB behavior. Therefore, efforts to increase employee OCB require more than simply creating job satisfaction; they also require ensuring that this satisfaction develops into genuine engagement in the workplace.

Research resultThis is in line with [6], who found that employee engagement mediates the influence of job satisfaction on OCB. This finding reinforces the findings of this study, which show that employee engagement plays a strategic role in explaining the formation of employee OCB.

4.4.7 The Role of Employee Engagement in Mediating the Effect of Organizational Commitment on OCB

The test results show that Organizational Commitment has a positive and significant effect on OCB through Employee Engagement, with a path coefficient of 0.191, a t-statistic of 3.051, and a

p-value of 0.002. Thus, H7 is accepted. This finding indicates that for employees of the Maluku Province Maritime Affairs and Fisheries Service, organizational commitment becomes more meaningful in encouraging OCB when accompanied by employee engagement. This can be seen from the test results which show that the direct effect of organizational commitment on OCB is not significant, while the indirect effect through employee engagement is significant.

This means that employees' sense of belonging, attachment, and responsibility to the organization must be manifested in the form of enthusiasm, dedication, and involvement in their work. When employees are highly engaged, commitment to the organization can translate into positive behaviors such as helping coworkers, maintaining working relationships, adhering to official regulations, and participating in organizational activities. This finding is interesting because it differs from the research of [11], which found that employee engagement did not mediate the relationship between organizational commitment and OCB. This difference indicates a variation in empirical results and strengthens the research gap regarding the mechanism of the relationship between organizational commitment and OCB. In the context of the Maluku Province Maritime Affairs and Fisheries Service, the results provide evidence that employee engagement is an important mechanism linking organizational commitment to OCB behavior.

In a wayOverall, the results of the study indicate that Employee Engagement has a strategic position in shaping the OCB of employees of the Maluku Province Maritime Affairs and Fisheries Service. Job Satisfaction is proven to have a direct and through Employee Engagement influence on OCB, while Organizational Commitment does not have a significant direct influence on OCB but has a significant indirect influence through Employee Engagement. These findings confirm that increasing employee OCB needs to be directed not only at strengthening satisfaction and commitment, but also at increasing employee enthusiasm, dedication, and involvement in carrying out official duties.

5. CONCLUSION

This study proves that Job Satisfaction has a positive and significant effect on Employee Engagement and Organizational Citizenship Behavior (OCB), while Organizational Commitment has a positive and significant effect on Employee Engagement, but does not have a significant direct effect on OCB in employees of the Maluku Province Maritime Affairs and Fisheries Service. Employee Engagement is proven to have a positive and significant effect on OCB and mediates the influence of Job Satisfaction and Organizational Commitment on OCB. This finding confirms that Employee Engagement is an important mechanism in encouraging the formation of OCB, especially when job satisfaction and organizational commitment are translated into employee enthusiasm, dedication, and involvement in carrying out tasks.

PRACTICAL IMPLICATIONS AND SUGGESTIONS

The Maluku Provincial Maritime Affairs and Fisheries Service needs to improve job satisfaction through communication and leadership support, harmonious working relationships, and providing feedback on task implementation. Employee engagement can be strengthened through employee involvement in official activities, providing opportunities to express ideas, and appreciating employee contributions. Considering that organizational commitment does not directly influence OCB, strengthening commitment needs to be accompanied by increased employee engagement to encourage helpful behavior toward coworkers, compliance, and participation in official activities. Future research is recommended to develop a model with more diverse variables and research objects.

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