



The Influence of Employee Engagement and Organizational Citizenship Behavior on Employee Performance Laboratory Division

Irma Wati¹, Mulyadi Hamid², Syamsuddin Bidol²

¹Program Fakultas Pascasarjana Universitas Fajar Makassar, Indonesia

²Universitas Fajar Makassar, Indonesia

*Corresponding Author: Irma Wati

Email: irmawti@gmail.com



Article Info

Article history:

Received 29 July 2025

Received in revised form 10 November 2025

Accepted 8 December 2025

Keywords:

Employee Engagement
Organizational Citizenship Behavior
Employee Performance

JEL Classification:

J24, M12, M51, M54, D23

Abstract

The nickel mining industry faces significant challenges in maintaining employee performance amidst high work demands and a complex work environment. One strategy that can be implemented is to enhance employee engagement and organizational citizenship behavior (OCB). This study aims to analyze the influence of employee engagement and OCB on the performance of employees in the Laboratory Division of PT Obsidian Stainless Steel. This research was conducted in 2025 using a quantitative approach with multiple linear regression analysis techniques. The sample consisted of 134 employees selected through random sampling. Data were collected through questionnaires and documentation. The results show that employee engagement has a significant partial effect on performance ($p = 0.000$), as does OCB ($p = 0.002$). Simultaneously, employee engagement and OCB have a positive and significant effect on employee performance ($p = 0.001 < 0.05$). The adjusted R^2 value of 0.593 indicates that 59.4% of the variation in performance can be explained by these two variables, while the remaining 40.6% is influenced by other factors outside this study.

Introduction

The nickel mining industry in Southeast Sulawesi is an economic sector that has a significant impact on the region's development. The scale of nickel mining operations in this region typically includes nickel extraction from open-pit or underground mines, processing, and refining to produce nickel products for use in various industries, including metals and batteries (Indrawati et al., 2019). Job characteristics in this industry involve a large number of workers, ranging from mining officers and heavy equipment operators to technical and managerial personnel involved in the production process. Nickel mining activities also often involve waste processing and handling, making environmental aspects and natural resource management a key focus in its operations. The nickel mining industry plays a crucial role in the regional economy of Southeast Sulawesi. In addition to being a major source of revenue for the local government, this industry also contributes significantly to national income. According to (Aldilal, 2020), its economic impact extends to related sectors, such as logistics, industrial support services, and the employment sector. Nickel mining creates jobs and provides economic opportunities for surrounding communities, while also contributing to the development of infrastructure and public facilities in the region. Despite its positive impact on the regional economy, the nickel mining industry in Southeast Sulawesi also presents challenges, particularly related to environmental and social impacts. According to Tegas (2023), based on the type of mining material, there are 213 mining companies spread across 14 regencies/cities in Southeast Sulawesi Province (Vridyaningtyas, 2022). The types of mining materials explored include nickel, asphalt, limestone, andesite, quartz sand, peridotite, gold,

gravel, fill, chromite, mountain stone, rocks, metallic minerals, and sand. Of these companies, the majority are nickel mining companies (143). The largest number of asphalt mines is located in Buton Regency, with 22 companies, while the largest number of gold mines is located in Bombana Regency, with three companies each (Waliningsuci et al., 2017). North Konawe Regency has the largest number of nickel mining companies, with 70 companies (Yuningsih, 2018). A survey of PT Obsidian Stainless Steel, specifically its Laboratory division, is expected to provide a comprehensive overview of the importance of employee engagement in achieving organizational goals, serving as a key foundation for understanding work dynamics across various industrial sectors, including the nickel mining industry in Southeast Sulawesi. According to (Aditya & Utami, 2015; Ramadhan & Sembiring, 2017), employee engagement is not merely a psychological concept but also has a real impact on productivity, employee retention, and the sustainability of company operations. Employee engagement can influence productivity by creating a positive and motivating work environment, where employees feel emotionally connected to the organization's goals. Engaged employees tend to be more dedicated, proactive, and collaborative, which in turn improves efficiency and work output. Engagement also plays a crucial role in increasing employee satisfaction, which can positively impact work quality and company loyalty. Employee engagement has a significant impact on employee retention.

According to (Franky & Herry, 2022), engaged employees have high levels of job satisfaction and engagement, which naturally reduces turnover rates. Employee empowerment and a sense of responsibility for the organization's success can be crucial factors in retaining key talent within the company. In the context of a company's operational sustainability, employee engagement also contributes to the achievement of long-term goals (Budiarso, 2014). Engaged employees tend to be more adaptable to change, more accepting of challenges, and contribute to organizational innovation. Furthermore, employee engagement can create a positive work culture, strengthen the company's identity, and boost its brand image, all of which impact the company's long-term sustainability. Understanding the importance of employee engagement, nickel mining companies in Southeast Sulawesi can take strategic steps to increase engagement, create an inclusive and motivating work environment, and manage aspects that influence employee retention. According to (Anwar, 2021), Organizational Citizenship Behavior (OCB) is a crucial aspect of organizational dynamics, particularly in the nickel mining industry in Southeast Sulawesi. Organizational Citizenship Behavior (OCB) refers to individual employee social behavior that goes beyond the formal duties mandated by their position or responsibilities.

Essentially, Organizational Citizenship Behavior (OCB) encompasses voluntary efforts made by employees to improve work quality and organizational effectiveness without any direct external rewards. In this context, OCB is not simply defined as a formal obligation but as an additional contribution that can shape a positive work culture and support organizational success. According to research (Sarmila et al., 2019; Satata, 2021; Siswono & Sim, 2016; Tangkuman, et al., 2015), the positive contribution of Organizational Citizenship Behavior (OCB) to employee performance is a key focus in understanding the role and impact of this behavior (Tanwar, 2021). Employees who demonstrate OCB can create a cooperative and proactive work environment. They tend to provide support to coworkers, share knowledge, and engage in initiatives that can improve the efficiency and productivity of their teams and the organization as a whole. These volunteer actions can include helping fellow coworkers, contributing innovative ideas, or even supporting organizational goals outside of routine job obligations. Organizational Citizenship Behavior can also create a positive and motivating work climate. Employees who feel recognized and appreciated for their voluntary contributions

tend to be more dedicated to the organization. They feel a sense of ownership in the organization's success and a greater sense of ownership in achieving shared goals. According to (Anwar, 2021), this not only impacts individual performance but also contributes to the formation of an inclusive, achievement-oriented, and sustainable organizational culture. In the context of the nickel mining industry, understanding Organizational Citizenship Behavior is crucial because it can shape aspects of the work culture that support the company's long-term sustainability and success. The interrelationship and interaction between employee engagement and Organizational Citizenship Behavior create a rich dynamic in the context of the Laboratory Division of PT Obsidian Stainless Steel.

According to (Ayu et al., 2019), high employee engagement can be a key driver, where employees who feel actively involved in their work are more likely to demonstrate voluntary behavior that goes beyond their official duties. Engagement creates an emotional bond between employees and the organization, fostering a stronger sense of responsibility and attachment to shared goals. Organizational Citizenship Behavior can also be a factor that strengthens employee engagement. When employees feel that their voluntary contributions are recognized and appreciated, this can increase their sense of involvement and pride in the organization. Employees who actively participate in activities tend to perceive the positive impact of their contributions, which can deepen their involvement in achieving the organization's goals and vision. The implications of this relationship are highly relevant to operational sustainability and organizational culture. According to (Rambembuoch & Nelwan, 2023; Riana et al., 2017), high engagement and volunteer behavior can create an inclusive, cooperative, and innovative work environment. Thus, this can enhance a company's operational sustainability by creating productive teams focused on long-term results. Furthermore, a positive impact on organizational culture can lead to the creation of sustained corporate values, promote social responsibility, and strengthen the organization's brand image among employees and external parties. The close relationship between employee engagement and employee participation demonstrates the importance of creating a supportive work environment that encourages active engagement. By understanding and leveraging this interaction, the Laboratory Division of PT Obsidian Stainless Steel can achieve optimal operational sustainability while strengthening a positive and sustainable organizational culture. According to (Anwar, 2021), cultural differences and local contexts play a crucial role in understanding employee engagement and Organizational Citizenship Behavior on the performance of PT Obsidian Stainless Steel Laboratory Division Employees.

Organizational culture, local values, and social norms can provide the foundation for the dynamics of the relationship between employees and the organization. For example, the values of togetherness and involvement in Southeast Sulawesi culture can form a unique pattern of relationships, where employee engagement is not only seen as a job responsibility, but also as a form of contribution to the community and the environment. Local context, including geographic and demographic factors, can also influence the dynamics of employee engagement. There may be unique aspects such as relationships with the local community, understanding of local resources, and the social implications of volunteer actions that can differentiate engagement patterns in Southeast Sulawesi from other regions. Research conducted by (Santri et al., 2023) with the research title *The Influence of Self Efficacy, Self Esteem and Employee Engagement on Organizational Performance at the Regional Drinking Water Company of Magelang City*, the results of which are the results of the F test show that self-efficacy, self-esteem and employee engagement simultaneously influence employee performance at the PDAM of Magelang City. PDAM of Magelang City can consider aspects of self-efficacy, self-esteem and employee engagement in improving employee performance,

then research from (Lewuici & Mustamu, 2016) with the research title The influence of employee engagement on organizational performance in a family company producing air rifles, the results of which are vigor, dedication, and absorption partially or simultaneously have a positive and significant influence on employee performance. Meanwhile, the results of the study differ from the results of research conducted by (Munparidi & Sayuti, 2020) where the influence of employee engagement on organizational performance does not have a significant influence on travel agency employees in Palembang City, even though employee work engagement is relatively high, it does not always improve organizational performance. Then, a study conducted by Lestari & Ghaby (2018) entitled "The Influence of Organizational Citizenship Behavior (OCB) on Job Satisfaction and Organizational Performance at Kreet Baru Sugar Factory, Malang" showed that OCB had a significant positive effect on both job satisfaction and employee performance. Meanwhile, a study conducted by Lambidju et al. (2022) found that organizational citizenship behavior did not significantly influence organizational performance at the Manado Main Branch Post Office.

Method

Type of Research

This type of research is quantitative. Quantitative research is defined as research based on the philosophy of positivism, which is used for research on specific populations and samples. Quantitative research is used to confirm a fact or make predictions about a theory (Sugiyono, 2018). Data collection uses research instruments, and data analysis is quantitative/statistical, with the aim of testing the established hypothesis. The data is then processed using descriptive and quantitative analysis tools using SPSS 25.

Research Approach

This research is an associative study using a quantitative approach. Associative research aims to determine the influence between two or more variables (Sugiyono, 2018b). This study will explain the relationship between the variables being studied, influencing and being influenced. A quantitative approach is used because the data used will analyze the relationship between variables expressed in numerical form. This study examines the influence of employee engagement and organizational citizenship behavior on employee performance in the laboratory division of PT Obsidian Stainless Steel.

Population and Sample

A population is a generalized area consisting of objects or subjects possessing certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study was the employees of the laboratory division of PT Obsidian Stainless Steel. The sampling technique used was a non-probability sample. The population in this study was all 201 employees of the laboratory division of PT Obsidian Stainless Steel, consisting of 143 contract employees and 58 permanent employees. A sample is a subset of the characteristics that serve as the actual data source in a study (Sugiyono, 2018b). The research sample comprised a number of elements (respondents) exceeding the minimum requirement of 30 respondents. According to Guilford (1987), a larger sample size (the larger the n value) will yield more accurate results. The sampling technique used was random sampling. Sampling. According to (Sugiyono, 2018b), random sampling is the random selection of a small segment of individuals from the entire population. Therefore, this study used a random sampling technique to ensure a fair selection of the population. The sample in this study consisted of 134 respondents, calculated using the Slovin formula.

Data Types and Sources

The types and sources of data used in this study are: In this study, the type of data used is quantitative data. Quantitative data is data that can be measured and calculated directly, regarding information or explanations in the form of numbers or statistics.

Data Source

The data sources used in this study are primary and secondary data. Primary data is data collected or obtained directly by the author. According to Nazir in his book, *Research Data Analysis* (2019), primary data is data obtained directly from the field or research object, whether in the form of measurements, observations, or interviews. In this study, the primary data source was obtained from direct questionnaire responses distributed to respondents. Meanwhile, secondary data is a data source used to supplement existing data from primary data or previous research (Sugiyono, 2019:149). In this study, the secondary data used by the author was obtained from previous research, such as books, journals, articles, and the like.

Instrument Testing

In this study, validity testing was used to determine the level of validity or validity of an instrument. A valid instrument has high validity. Conversely, an instrument with less validity has low validity. The criteria for instrument reliability testing with Cronbach's Alpha value are: If the Cronbach's Alpha value is > 0.60 , it means it is reliable, while if the Cronbach's Alpha value is < 0.60 , it means it is not reliable. The reliability test in this study used SPSS 25.0 for Windows.

Result and Discussion

Research result

The results of this study present research results including characteristics description respondents based on type gender, based on age, level education, period Work.

Description Respondents Based on Gender

Table 1. Characteristics Respondents Based on Type Sex

Information	Respondents	Presentation
Woman	62	46.3%
Man	72	53.7%
	134	100%

Table 4.1 shows that 62 female respondents constituted 46.3%, while 72 male respondents constituted 53.7%. From this data, it can be concluded that the majority of employees are male, with a total of 72 male employees.

Description Respondents Based on Age

Table 2. Characteristics Respondents Based on Age

Age	Respondents	Presentation
17- 25	75	56%
26- 35	47	35%
36- 50	12	9%

Total number	134	100%
--------------	-----	------

Table 4.2 shows the characteristics of respondents based on age, aged 17-25 years numbered 75 people with a percentage of (56%), aged 26-35 years numbered 47 people with a percentage of (35%) and 12 people aged 36-50 years with a percentage (9%). From this data able concluded that part big employee aged 17-25 years with a percentage of 56%.

Description Respondents Based on Level of education

Table 3. Characteristics Respondents Based on Level Education

Education	Respondents	Presentation
High School/Vocational School	72	54%
DIPLOMA	13	10%
S1	49	36%
Amount	134	100%

Table 3. shows the characteristics of respondents based on education level, there were 72 high school/vocational high school graduates with a percentage of (54%), 13 diploma graduates with a percentage of (10%), and 49 undergraduate graduates with a percentage of (36%). From these data, it can be concluded that most employees have a high school/vocational high school education.

Description Respondents Based on Period Work

Table 4. Characteristics Respondents Based on Period Work

Period Work	Respondents	Presentation
< 1 year	35	26%
1-10 Year	79	59%
>10 Year	20	15%
Amount	134	100%

Table 4 shows the characteristics of respondents based on the period. Work, < 1 year amount to 35 people with presentation (26%), 1-10 years, 79 people with a percentage of (59%), and >10 years, 20 people with a percentage of (15%). From this data, it can be concluded that most employees have worked for 1-10 years.

Technique analysis data

Instrument Test

Validity Test

Before it is done analysis correlation between *Employee Engagement* and *Organizational Citizenship Behavior* on Employee Performance moreover first tested for validity and reliability. This test is used to determine accuracy and appropriateness every grain statement questionnaire. Size valid whether or not statement in questionnaire can see from *IBM output SPSS Statistics*. A grains statement questionnaire declared valid if $r_{hitung} > r_{tabel}$ the value of r_{tabel} significance of 5% (0.05) can be based on many amount respondents (N). N=134, so df is $N-2 = 134-2 = 132$. The value of r_{tabel} at $df = 132$ and $p = 0.05$ is 0.201. Validity test variables *employee engagement* (X1), *organizational citizenship behavior* (X2) on Company Performance (Y) in the laboratory division of PT Obsidian Stainless Steel can be seen from the results IBM SPSS *output Statistics* on table following This:

Table 5. Test Validity *Employee Engagement*

No. Statement Item	<i>r</i> hitung	<i>r</i> tabel	Unit
X1.1. I feel I have influence in decision-making at work.	0.623	0.201	Valid
X1. 2. Communication at work allows me to provide input and feedback.	0.615	0.201	Valid
X1. 3. I have the opportunity to develop my skills and career in this company.	0.690	0.201	Valid
X1. 4. I have a strong commitment to the company's organizational values.	0.516	0.201	Valid
X1. 5. I am often invited to participate in decision-making at work.	0.615	0.201	Valid
X1. 6. I feel that the feedback I receive at work helps me to grow.	0.597	0.201	Valid
X1. 7. I am committed to supporting the company's organizational values.	0.603	0.201	Valid
X1. 8. I feel that I have control over my work at this company.	0.575	0.201	Valid
X1. 9. I often receive recognition for my work achievements at work.	0.706	0.201	Valid
X1. 10. I feel committed to making the maximum contribution to the company.	0.605	0.201	Valid

From the table above, it can be concluded that the results of the values of the statement items *Employee Engagement* variable (X1) which amounts to 10 grains statement questionnaire produce value of $r_{hitung} > r_{tabel}$ so variables *Employee Engagement* (X1) is stated valid.

Table 6. Test Validity Organizational Citizenship Behavior

No. Statement Item	<i>r</i> hitung <i>r</i> sf <i>r</i> hitung	<i>r</i> tabel	Unit
X2.1. I often help my coworkers complete their tasks.	0.501	0.201	Valid
X2.2. I am always polite and respectful to my colleagues and superiors.	0.312	0.201	Valid
X2.3. I usually behave in a sporting manner when facing difficult situations at work.	0.408	0.201	Valid
X2.4. I always pay attention to the welfare and needs of my coworkers.	0.521	0.201	Valid
X2.5 I often take the initiative to improve work processes or procedures.	0.490	0.201	Valid
X2.6. I always show respect for colleagues at all levels.	0.710	0.201	Valid
X2.7. I always follow company rules and policies properly.	0.836	0.201	Valid
X2.8. I am willing to go the extra mile if necessary to achieve team or company goals.	0.747	0.201	Valid

X2.9. I always put the company's needs above my personal needs.	0.607	0.201	Valid
X2.10. I always maintain the confidentiality of information provided to me by the company.	0.768	0.201	Valid
X2.11. I am happy to take the time to help solve problems at work.	0.678	0.201	Valid
X2.12. I am always willing to help with any additional projects or tasks assigned to me.	0.806	0.201	Valid
X2.13. I am always willing to share my knowledge and experience with my colleagues.	0.647	0.201	Valid
X2.14. I always maintain a positive and optimistic attitude at work.	0.622	0.201	Valid
X2.15. I am happy to provide input and suggestions to improve company performance.	0.679	0.201	Valid

IBM SPSS *output* results value from grains statement variables *Organizational Citizenship Behavior* (X2) which consists of 15 items statement questionnaire produce mark $r_{hitung} > r_{tabel}$ so variables *Organizational Citizenship Behavior* (X2) stated valid.

Table 7. Test Validity Employee performance

Item No. Statement	<i>r</i> hitung	<i>r</i> tabel	Unit
Y.1. My job performance at work always meets the established standards.	0.710	0.201	Valid
Y.2. I always try to give maximum contribution in the tasks I am assigned.	0.750	0.201	Valid
Y.3. My performance outside my primary duties (contextual performance) is always positive and helpful to the team or company.	0.690	0.201	Valid
Y.4. I always participate in projects or activities that support the organization's goals.	0.646	0.201	Valid
Y.5. I rarely display counterproductive work behaviors at work.	0.586	0.201	Valid
Y.6. I always prioritize my work according to the company's needs.	0.632	0.201	Valid
Y.7. I always try to improve my performance from time to time.	0.449	0.201	Valid
Y.8. I am rarely absent or late at work.	0.478	0.201	Valid
Y.9. My performance always meets or exceeds my supervisor's expectations.	0.735	0.201	Valid
Y.10. I am active in providing constructive ideas or input for improvements in the workplace.	0.512	0.201	Valid
Y.11. I always maintain the quality of my work, even in challenging situations.	0.398	0.201	Valid
Y.12. I am happy to provide support to colleagues in need.	0.676	0.201	Valid
Y.13. My performance has a positive impact on the work results of the team or organization.	0.653	0.201	Valid

Y.14. I always try to overcome obstacles or challenges in my work.	0.676	0.201	Valid
--	-------	-------	-------

Results *output* can conclude that results mark from the statement point Employee Performance variable (Y) which consists of 14 questionnaire statements produces a value $r_{hitung} > r_{tabel}$ then the Employee Performance variable (Y) declared valid.

Test Reliability

Reliability testing is conducted to assess the stability and consistency of respondents' responses to each statement in the questionnaire. The results of this test will reflect the reliability of a research instrument, based on the level of accuracy and stability of the measuring instrument. The method used is *Cronbach's Alpha* so r_{hitung} will be represented by mark *Alpha*. It is declared reliable if the *Cronbach Alpha value* is > 0.6 . The following are the *output results* of IBM SPSS Statistics.

Table 8. Results Test Reliability Variables Study

Variables	Reliability Coefficient	Cronbach's alpha	Information
<i>Employee Engagement (X₁)</i>	10 Statement	0.747	<i>Reliable</i>
<i>Organizational Citizenship Behavior (X₂)</i>	15 Statement	0.753	<i>Reliable</i>
Employee performance (Y)	14 Statement	0.751	<i>Reliable</i>

Results exercise

Output results can be seen that the variables *employee engagement (X1)*, and *organizational citizenship behavior (X2)* on employee performance (Y) in the laboratory division of PT Obsidian Stainless Steel can be stated reliable because each value variables own mark *Cronsbach Alpha* > 0.6 .

Test Assumptions Classic

Normality Test

This test is used to test whether from the normal test data using the Kolmogorov-Smirnov formula and the calculation using IBM SPSS *Statistics*, the *output* results are as follows:

Table 9. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
<i>N</i>		98
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	2.89246753
Most Extreme Differences	Absolute	.054
	Positive	.054
	Negative	-.043
Test Statistics		.054
Asymp. Sig. (2-tailed) ^c		.200 ^d

Monte Carlo Sig. (2-tailed) ^e	Sig.		.690
	99% Confidence Interval	Lower Bound	.678
		Upper Bound	.701
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.			

Source: Results exercise questionnaire data through IBM SPSS Statistics.

Based on table 4.9, the results of the normality test show that the calculation results for *the Unstandardized Residual* are $0.701 > 0.05$, so it can be concluded that the residual value is normally distributed.

Multicollinearity Test

The multicollinearity test aims to determine whether a regression model detects correlation between independent variables. The following is the output *obtained*.

Table 10. Results Multicollinearity Test

Coefficients ^a								
	Model	Unstandardized Coefficients		Standardized Coefficient			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
No	(Constant)	5,792	4,210		1,376	.172		
1	<i>Employee Engagement</i>	.514	.122	.355	4,213	<,001	.592	1,688
2	<i>Organizational Citizenship Behavior</i>	.234	.074	.269	3,150	.002	.576	1,737
a. Dependent Variable: Employee Performance (Y)								

According to Imam Ghazali (2018), there is none symptom multicollinearity, with assumptions mark *tolerance* > 0.10 and *VIF* < 10.00 . Based on table on mark *tolerance* of variables dependent or independent *employee engagement* is 0.592 variables *organizational citizenship behavior* 0.576 greater from the predetermined limit value is 0.10. For VIF values less than 10, namely *employee engagement* 1,688 *organizational citizenship behavior* 1,737. So, it can be concluded that there is no symptom multicollinearity between variables free in this research.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether there is inequality *in the variance* of the residuals from one observation to another in the regression. This test uses Glejser with a significance level above 5% or 0.05, so it can be concluded that the data is not there is heteroscedasticity. Following This is the *output of IBM SPSS Statistics*.

Table 11. Heteroscedasticity Test

Coefficients ^a							
	Unstandardized Coefficients		Standardized Coefficient			Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	5,726	2,655		2	0.034		
<i>Employee Engagement</i>	-0.058	0.077	-0.099	-0.751	0.454	0.592	1,688
<i>Organizational Citizenship Behavior</i>	-0.055	0.047	-0.157	-1.175	0.243	0.576	1,737

a. Dependent Variable: Employee Performance (Y)

From this data, it can be seen that the significance value is above 5% or 0.05. This means that the regression model no longer experiences heteroscedasticity issues, thus confirming that the heteroscedasticity test is met.

Test Analysis Regression Linear Multiple

Analysis test multiple linear regression aims to find out direction connection between variables *Employee Engagement*, *Organizational Citizenship Behavior* on Employee Performance. The following is the output of IBM SPSS Statistics.

Table 12. Results Test Linear Multiple

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
No.	(Constant)	5,792	4,210		1,376	0.172
1	<i>Employee Engagement (X1)</i>	0.514	0.122	0.355	4,213	0
2	<i>Organizational Citizenship Behavior (X2)</i>	0.234	0.074	0.269	3.15	0.002

a. Dependent Variable: Employee Performance (Y)

Source: Processed Researchers 2025

Based on table the, so that obtained equality as follows:

$$Y = 5,792 + 0.514X_1 + 0.234X_2 + e$$

Explanation from equality above, namely: *Employee Variable Engagement* and OCB has a positive coefficient value for the Laboratory Division of PT Obsidian Stainless Steel *Employee Engagement* coefficient provides a value of 0.514, which implies that the better *the Employee Engagement*, the higher the Employee Performance will be. The OCB coefficient gives a value of 0.234 which implies that the better the OCB, the higher the Organizational Performance.

Hypothesis Testing

Test t

Partial hypothesis testing (t-test) is conducted to examine the influence between independent and dependent variables separately or partially. The following is the IBM SPSS Statistics output.

Table 13. t-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardize d Coefficients	T	Sig.
		B	Std. Error	Beta		
(Constant)		5,792	4,210		1,376	0.172
<i>Employee Engagement</i> (X1)		0.514	0.122	0.355	4,213	0,000
2	<i>Organizational Citizenship Behavior</i> (X2)	0.234	0.074	0.269	3,150	0.002

a. Dependent Variable: Employee performance (Y)

From the output can be it is concluded that: Significance value of *Employee Engagement* (X₁) is 0.000 < 0.05 and value $t_{hitung} 4,213 > t_{tabel} 1,985$ show that *Employee Engagement* (X1) has a significant effect on employee performance. Then, the hypothesis of the influence of *Employee Engagement* on Employee Performance (H1) is accepted. Significant results of *Organizational Citizenship Behavior* of 0.002 < 0.05 and the value of $t_{hitung} 3.150 > t_{tabel} 1.985$, shows that *Organizational Citizenship Behavior* (X2) has a significant influence on Employee Performance. Therefore, the hypothesis of the influence of *Organizational Citizenship Behavior* is on Employee Performance (H2) is accepted.

Test Simultan (F)

The F test is a test result that aims to test that whether between variables free or X in a way simultaneous has a significant relationship or not with the dependent variable or Y.

Table 14. Simultaneous Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1245,850	2	415,283	48,102	<,001 ^b
2	Residual	811,538	94	8,633		
Total		2057.388	97			
a. Dependent Variables: Performance Employee (Y)						
b. Predictors: (Constant), Employee Engagement (X1) Organizational Citizenship Behavior (X2)						

Based on results testing statistics like table on obtained F_{hitung} as big as $48,102 > F_{tabel} 3,092$ And mark significant < 0.001 ^b, which is less than 0.05. This indicates that the *Employee Engagement* and OCB regression model in this study can be used to predict employee performance. Therefore, it can be concluded that employee performance is simultaneously or jointly influenced by *Employee Engagement*. and OCB.

Coefficient Test Determination (R²)

Test the coefficient of determination to find out how much the ability of the dependent variable to explain the independent variable. The following is the output of IBM SPSS Statistics.

Table 15. Results Test Coefficient Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 ^a	.606	.593	2,938
b. Predictors: (Constant), <i>Employee Engagement</i> (X1), <i>Organizational Citizenship Behavior</i> (X2)				
c. Dependent Variable: Y				

From the table *the output* is the result of mark coefficient determination $Adjusted R^2 = 0.593$ which means that the variable *Employee Engagement*, *Organizational Citizenship Behavior* has a relationship influence with Employee Performance. The $adjusted R^2$ value = 0.593 means employee performance capable explained by variables *Employee Engagement* and *Organizational Citizenship Behavior* with percentage of 59.4%, while the remaining 40.6% can be explained or described by variables other outside the scope of this research.

Synergistic Effects of Employee Engagement and OCB on Workforce Performance

The findings of the conducted investigation demonstrate that employee engagement is one of the main predictors of performance in the Laboratory Division of PT Obsidian Stainless Steel. This finding is in line with the modern studies on organizational behavior, which define employee engagement as a concept not just an affective affiliation but as a motivational construct that can mobilize the physical, cognitive, and affective resources of the employees in their work. Albrecht et al. (2018) define engagement as a climate in the psychology that motivates individuals to bring forth the best in them hence delivering quantifiable returns in increasing productivity. Within the context of a very rigid and accuracy-sensitive laboratory environment, this type of psychological investment takes a special salience, as when employees feel they are doing meaningful work, they would experience greater chances to maintain discipline, precision, and responsibility in the operational work.

The role of engagement can also be explained through the analysis of the internalization of roles among employees. Memon et al. (2019) argue that organizations thrive when workers attain a fit between personal values and organizational purpose thus turning an ordinary job to significant contribution opportunities. In PT Obsidian Stainless Steel, this is the relationship that lab staff willingly engages in quality-testing operations in a meticulously precise manner, proactively addressing technical problems, and maintaining performance when the workload is stressful. The training programmers, supervisory support and recognition mechanisms in the division can serve as catalysts that fortify emotional connectivity to the extent of instigating an enabling psychological environment where the employees can feel appreciated and valid.

However, engagement is not an independent variable. The effects it has on performance are mostly mediated by how employees perceive relationship with organization. Noercahyo et al. (2021) establish that the most effective way to improve performance is to increase job satisfaction initially, which is followed by engagement. Whenever people see that their efforts are appreciated and that their efforts help them attain personal and professional development, they become more satisfied and put more efforts into their activity. This theoretical approach can be used to clarify why the current research paper has found a positive, significant impact of engagement on performance. The culture of the division with stress on the steady relations of the team, and on the open lines of communication seems to support the cycle where recognition leads to further involvement and the latter results in the enhancement of performance.

Another dimension that is brought to the fore in the current study is the central role of Organizational Citizenship Behavior (OCB) in forecasting the performance performance. OCB involves voluntary behaviors that are beyond the formal job demands but have a significant contribution on organization performance. Kataria et al. (2020) demonstrate that employees, who actively help colleagues or participate in the improvement programs, develop informal support groups developing cooperation. This type of networks reduces the tension in the completion of tasks and knowledge sharing, which is critical in a laboratory context where staff members need each other to address knowledge gaps in the process as well as prevent delays in operations (Hellemans et al., 2022; González & Lelkes, 2023; O'Dwyer et al., 2023). The findings of the present research support this conceptualization and demonstrate that prosocial employees have higher chances of allowing their colleagues to complete their responsibilities efficiently and increase the overall performance.

The results of this paper also resonate with the findings of Fadly et al. (2021) who state that OCB expressed employees work to help speed up the workflows and improve the work morale as they promote the feeling of collaboration between roles. The same understanding is extended by Fatmawati et al. (2022), as these authors prove that OCB reduces the tension between workers; when employees engage in prosocial behaviors, they will not feel that they contribute to the success of the team, but regarding the individual burden. These interpretations explain a phenomenon seen in PT Obsidian Stainless Steel. Such behaviors as interventions to help out, the easy flow of technical information, and offering to take extra responsibilities guaranteed the continuity of laboratory operations during the high workloads. These dynamics in behavior imply that OCB works to mediate the impacts of stressful job demands by sharing responsibility among team members through goodwill acts.

However, organizational citizenship behaviour (OCB) is not always applicable to all organisational settings. According to the results of Lambidju et al. (2022), OCB does not affect performance in highly hierarchical environments and those that do not appreciate voluntary contributions. Their findings and the current study diverge indicate that OCB can only thrive

in the environment where psychological safety is provided by the organisational environment, and discretionary behaviour is rewarded. These conditions seem to be offered by PT Obsidian Stainless Steel, and this is potentially why OCB is transferring well to improved performance in this paper.

When OCB and engagement of employees are considered as two, it is clear that they are complementary to each other. Sugianingrat et al. (2019) confirm that engaged employees have a higher likelihood to manifest a stronger OCB since they feel attached to organizational goals; OCB, in turn, strengthens the engagement by enabling employees to feel the worth of their output. This reinforcing cycle builds up a loop where the employees invest more in their organization since they feel that their inputs are making a difference. This same trend was witnessed in the laboratory division, where the emotional attachment that arose between workers and their job motivated them to take up duties that were not part of the normal processes. Such voluntary input later created a collegial space that made them feel belonging and committed.

The OCB and engagement coincidence is also seen in the results of Hendrik et al. (2021), who suggest that the best rates of the performance can be observed when both constructs co-occur. Their research shows that engagement that does not involve OCB can enhance the performance of individuals but can do little about the productivity of teams and engagement that does not involve individual performance can produce the goodwill but not muster the energy. In the current study, engaged and prosocial employees in the laboratory setting not only provided performance measurements through their personal effort in producing results efficiently but also enabled other employees to get their jobs. This binary supports the inference that PT Obsidian Stainless Steel has the advantage of controlling not just employee motivation, but also the social behaviours that are as a result of the motivation.

The theoretical line connecting these findings is also supported by Hadian (2022) and Andriprianto & Maridjo (2022), who state that engagement and OCB are the keystones of a performance-oriented culture. At the same time, Rambembuoch & Nelwan (2023) note that the effects of both constructs are more acute in case the job satisfaction is maintained, and this points to the necessity of paying consistent attention to the emotional climate of the workplace on the part of the management. As the current research shows, in the case emotional connection and voluntary collaboration co-exist, employees form a unified psychological contract that triggers them to work not merely to comply but to achieve the success as a team.

The findings of the current study only reinforce the accumulating agreement that engagement and OCB are not an individual characteristic but are rather a relational power that determines the pace of organizational existence (Rahman & Karim, 2022; Fousiani et al., 2025; Sun & Yoon, 2022). Within the case of PT Obsidian Stainless Steel, the interaction between the two constructs seems to establish a workplace where the employees feel that they are valued, they have trust in their co-workers, and they can voluntarily dedicate their best towards the success of the operations. This design offers an interesting template to other industrial organizations that seek to improve employee performance not by incorporating procedures but by implementing a culture that appreciates people as the main drivers of organizational success.

Conclusion

As it has been shown in this paper, employee engagement and Organizational Citizenship Behavior are two related antecedents which play a significant role in determining the performance of employees in the Laboratory Division of PT Obsidian Stainless Steel. Engagement is a motivational mechanism that guides the vigilant attention, enthusiastic

devotion, and a sense of personal responsibility to employees on their tasks, and OCB promotes everyday interactions with the help of cooperative actions, voluntary support, and an actual desire to do more than they should in their job. Employees cite increased psychological bonding and social cohesion when the two antecedents occur simultaneously and this, in turn, enhances their abilities to adhere to a steady performance amidst rigorous work situations. This interpretation is supported by empirical evidence, which shows that each of the variables has statistically significant independent effect, and the combined effect on performance is significantly higher. The results highlight the need to maintain an organizational environment that fosters emotional commitment and prosocial behavior as the key elements of organizational performance. This strong explanatory force of the model shows that the firm enjoys a culture that emphasizes on collaboration, recognition, and shared accountability, and it also indicates that other variables, which are beyond the scope of this research, have continued to exercise significant roles. The future of progress will be determined by the ability to maintain a positive communication flow, reward the efforts of employees formally, and expand the range of access to professional development. Solidifying these conditions will enable PT Obsidian Stainless Steel to strengthen a performance culture where employees feel motivated, trusted, and encouraged to add value towards the success of the organization over the long-run.

References

- Aditya, H. N., & Utami, I. R. (2015). Manajemen dan evaluasi kinerja. *Jurnal Administrasi Bisnis (JAB)*, 27(2).
- Albrecht, S. L., Breidahl, E., & Marty, A. (2018). Organizational resources, organizational engagement climate, and employee engagement. *Journal of Vocational Behavior*, 110, 77–89. <https://doi.org/10.1016/j.jvb.2018.01.004>
- Aldilal, A. (2020). Prasangka konflik & kecemburuan sosial antara pekerja China dan masyarakat lokal di PT Virtue Dragon Nikel Industri Sulawesi Tenggara. *J-IKA*, 7(2). <https://doi.org/10.31294/kom.v7i2.9025>
- Anwar, A. (2021). Pengaruh organizational citizenship behavior (OCB) terhadap kepuasan kerja dan kinerja karyawan. *Juripol*, 4(1). <https://doi.org/10.33395/juripol.v4i1.10963>
- Ayu Putu Widani Sugianingrat, I., Widyawati, S. R., de Jesus da Costa, C. A., Ximenes, M., Dos Reis Piedade, S., & Sarmawa, W. G. (2019). The employee engagement and OCB as mediating on employee performance. *International Journal of Productivity and Performance Management*, 68(2). <https://doi.org/10.1108/IJPPM-03-2018-0124>
- Budiarso, N. (2014). Modal intelektual dan kinerja perusahaan (studi pada perusahaan yang terdaftar di Bursa Efek Indonesia periode 2009–2012). *Accountability*, 3(1). <https://doi.org/10.32400/ja.4945.3.1.2014.95-107>
- Fadly, F., Ansori, M., & Aldhalia, D. (2021). Pengaruh organizational citizenship behavior terhadap kinerja pegawai di Kantor Kecamatan Banjarmasin Utara. *Jurnal Publisitas*, 7(2). <https://doi.org/10.37858/publisitas.v7i2.49>
- Fatmawati, M., Sulistyowati, L. N., & Asmike, M. (2022). Pengaruh organizational citizenship behavior terhadap kinerja karyawan pada Dinas Perhubungan Kabupaten Magetan. *SIMBA: Seminar Inovasi Manajemen Bisnis dan Akuntansi*, 4.
- Fousiani, K., Scheibe, S., Griep, Y., & El Khawli, E. (2025). Unpacking the role of demographic characteristics in organizational citizenship behaviour: An intersectional

- approach. *Journal of Occupational and Organizational Psychology*, 98(2), e70026. <https://doi.org/10.1111/joop.70026>
- Franky Ari Andriprianto, H., & Maridjo, H. (2022). Pengaruh employee engagement, spiritualitas kerja, budaya organisasi terhadap kinerja karyawan dimoderasi kepemimpinan kepala sekolah. *Jurnal Pendidikan dan Kebudayaan Missio*, 14(1). <https://doi.org/10.36928/jpkm.v14i1.893>
- González-Bailón, S., & Lelkes, Y. (2023). Do social media undermine social cohesion? A critical review. *Social Issues and Policy Review*, 17(1), 155-180. <https://doi.org/10.1111/sipr.12091>
- Hadian, D. (2022). Effect of employee engagement and continuance commitment on employee performance. *Jurnal Computech & Bisnis*, 16(1), 35. <https://doi.org/10.56447/jcb.v16i1.269>
- Hellemans, I., Porter, A. J., & Diriker, D. (2022). Harnessing digitalization for sustainable development: Understanding how interactions on sustainability-oriented digital platforms manage tensions and paradoxes. *Business Strategy and the Environment*, 31(2), 668-683. <https://doi.org/10.1002/bse.2943>
- Hendrik, G. E., Fanggalda, R. E., & Timuneno, T. (2021). Effect of work engagement on employee performance. In *Proceedings of the 6th International Conference on Tourism, Economics, Accounting, Management, and Social Science (TEAMS 2021)* (Vol. 197). <https://doi.org/10.2991/aebmr.k.211124.095>
- Indrawati, I., Ambardini, S., & Nyiliantri, H. (2019). Identifikasi jenis tumbuhan di lokasi pertambangan nikel PT CMMI (Cahaya Modern Metal Industri) Kabupaten Konawe Sulawesi Tenggara. *BioWallacea: Jurnal Penelitian Biologi*, 5(2). <https://doi.org/10.33772/biowallacea.v5i2.5877>
- Kataria, A., Garg, P., & Rastogi, R. (2020). Do ethical climate and transformational leadership influence organizational citizenship behavior? *Vikalpa: The Journal for Decision Makers*, 45(1), 9–25.
- Lambidju, A., Areros, R., & Rumawas, W. (2022). Penempatan kerja dan organizational citizenship behavior terhadap kinerja karyawan Kantor Pos Cabang Utama Manado. *Productivity Journal*.
- Lestari, G. (2018). Pengaruh organizational citizenship behavior (OCB) terhadap kepuasan kerja dan kinerja karyawan. *Industria: Jurnal Teknologi dan Manajemen Agroindustri*. <https://industria.ub.ac.id/index.php/industri/article/view/350>
- Lewuici, P., & Mustamu, R. (2016). Pengaruh employee engagement terhadap kinerja karyawan pada perusahaan keluarga produsen senapan angin. *Agora*, 4(2).
- Memon, M. A., Salleh, R., Baharom, M. N. R., & Harun, H. (2019). Employee engagement and organizational performance: Evidence from the Malaysian hotel industry. *International Journal of Productivity and Performance Management*, 68(5), 964–979.
- Munparidi, & Sayuti, A. J. (2020). Pengaruh keterlibatan karyawan terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel mediasi. *Jurnal Aplikasi Manajemen dan Bisnis*, 1(1).
- Noercahyo, U. S., Maarif, M. S., & Sumertajaya, I. M. (2021). The role of employee engagement on job satisfaction and its effect on organizational performance. *Jurnal*

- O'Dwyer, M., Filieri, R., & O'Malley, L. (2023). Establishing successful university–industry collaborations: barriers and enablers deconstructed. *The Journal of Technology Transfer*, 48(3), 900-931.
- Rahman, M. H. A., & Karim, D. N. (2022). Organizational justice and organizational citizenship behavior: the mediating role of work engagement. *Heliyon*, 8(5).
- Ramadhan, N., & Sembiring, J. (2017). Pengaruh employee engagement terhadap kinerja karyawan di Human Capital Center PT Telekomunikasi Indonesia, Tbk. *Jurnal Manajemen Indonesia*, 14(1). <https://doi.org/10.25124/jmi.v14i1.351>
- Rambembuoch, C. G., & Nelwan, O. S. (2023). Pengaruh keterlibatan pegawai dan kepuasan kerja terhadap produktivitas kerja dengan organizational citizenship behavior (OCB) sebagai variabel moderasi. *Jurnal EMBA*, 11(1).
- Riana, N., Fajri, K., & Alsyauami, K. (2017). Pengaruh kompensasi terhadap kinerja karyawan di Kampung Batu Malakasari Tektona Waterpark Kabupaten Bandung. *Tourism Scientific Journal*, 2(1). <https://doi.org/10.32659/tsj.v2i1.15>
- Santri, S. P. D., Verawati, D. M., & Giovanni, A. (2023). Pengaruh self efficacy, self esteem dan employee engagement terhadap kinerja karyawan pada Perusahaan Daerah Air Minum Kota Magelang. *Among Makarti*, 16(1). <https://doi.org/10.52353/ama.v16i1.441>
- Sarmila, S., Chahyono, & Jafar, S. (2019). Analisis organizational citizenship behavior terhadap produktivitas karyawan pada PT IKI (Persero) Makassar. *Economics Bosowa Journal*, 5(1).
- Satata, D. B. M. (2021). Employee engagement as an effort to improve work performance: Literature review. *Ilomata International Journal of Social Science*, 2(1), 41–59. <https://doi.org/10.52728/ijss.v2i1.152>
- Siswono, D., & Sim, A. (2016). Pengaruh employee engagement terhadap kinerja karyawan di Rodex Travel Surabaya. *Agora*, 4(2).
- Sugiyono. (2018a). *Metode penelitian kuantitatif, kualitatif dan R & D*. Alfabeta.
- Sugiyono. (2018b). *Metode penelitian kuantitatif, kualitatif dan R&D*. Alfabeta.
- Sun, H. J., & Yoon, H. H. (2022). Linking organizational virtuousness, engagement, and organizational citizenship behavior: The moderating role of individual and organizational factors. *Journal of Hospitality & Tourism Research*, 46(5), 879-904. <https://doi.org/10.1177/1096348020963701>
- Tangkuman, T., Tewal, B., & Dkk. (2015). Penilaian kinerja, reward, dan punishment terhadap kinerja karyawan pada PT Pertamina (Persero). *Jurnal EMBA*, 3(2).
- Tanwar, A. (2021). Impact of employee engagement on performance at a pump supplier. *International Journal of Multi Discipline Science (IJ-MDS)*, 4(1). <https://doi.org/10.26737/ij-mds.v4i1.1673>
- Tegas.co. (2023). Daftar perusahaan tambang di Sulawesi Tenggara.
- Vridyaningtyas, E. (2022). Pengaruh organizational citizenship behavior (OCB) dan kompensasi terhadap kinerja karyawan dan work overload sebagai variabel mediasi

- pada PT Nasmoco Bahtera Motor di Yogyakarta. *Jurnal Studi Manajemen Organisasi*, 17(2). <https://doi.org/10.14710/jsmo.v17i2.37408>
- Walningsuci, T., Al Musadieg, M., & Hamid, D. (2017). Pengaruh budaya organisasi dan gaya kepemimpinan terhadap kepuasan kerja dan kinerja karyawan. *Profit*, 11(1). <https://doi.org/10.21776/ub.profit.2017.011.01.1>
- Yuningsih, N. (2018). Penerapan manajemen kinerja pegawai di instansi pemerintah. *Jurnal Pengembangan Wiraswasta*, 19(2). <https://doi.org/10.33370/jpw.v19i2.133>