

Work Engagement as a Mediator Between Psychological Well-Being and Organizational Citizenship Behavior Among Employees

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ABSTRACT

This study aims to examine the role of work engagement as a mediator in the relationship between psychological well-being and organizational citizenship behavior (OCB) in employees. The study used a quantitative correlational approach involving 111 employees from various industrial sectors as respondents, selected using a convenience sampling technique. Data were collected through a questionnaire measuring three variables: psychological well-being (18 items), work engagement (17 items based on the Utrecht Work Engagement Scale), and organizational citizenship behavior (20 items). Data analysis was carried out through instrument reliability and validity tests, classical assumption tests, hierarchical regression analysis, and testing the mediation effect. The results of the study indicate that psychological well-being has a positive and significant effect on work engagement ($\beta = 2.730$; $p < 0.001$), work engagement has a positive and significant effect on OCB ($\beta = 1.108$; $p < 0.001$), and psychological well-being has a positive and significant effect on OCB both directly ($\beta = 0.162$; $p < 0.001$) and indirectly through work engagement (indirect effect = 3.024; $p < 0.001$). These findings indicate that work engagement partially mediates the relationship between psychological well-being and OCB. The practical implication of this study is the importance of organizations paying attention to employee psychological well-being as a strategy to increase work engagement while encouraging organizational citizenship behavior.

Keywords: psychological well-being; work engagement; organizational citizenship behavior.

INTRODUCTION

Human resources are the primary asset that determines an organization's success in facing increasingly dynamic business competition. Organizational success depends not only on employee performance in carrying out formal tasks listed in job descriptions (in-role performance), but also on employee willingness to display voluntary extra-role behavior that goes beyond the formal demands of the job. This type of behavior is known in the organizational behavior literature as organizational citizenship behavior (OCB). Organ (1988) defines OCB as discretionary individual behavior, not directly or explicitly recognized by the formal reward system, but which, in aggregate, increases the effectiveness of organizational functions. Employees who display OCB tend to help coworkers, tolerate less-than-ideal organizational conditions, and actively participate in organizational life.

Several recent studies have emphasized the importance of OCB for the overall health of

an organization. Santos et al. (2023) found that OCB not only benefits the organization but also positively impacts employee well-being at work, particularly individual-oriented OCB (OCBI). Meanwhile, Farisi et al. (2024) demonstrated that work engagement and affective commitment are important determinants of OCB development in employees. Liu et al. (2023) in their study of nursing staff also reported that job satisfaction and work engagement mediate the relationship between employee social networks and OCB. These findings consistently highlight work engagement as a key antecedent of OCB.

Work engagement (WE) is defined by Schaufeli and Bakker (2004) as a positive motivational state related to work characterized by three dimensions: vigor, dedication, and absorption. Employees who are engaged with their work tend to exhibit high energy, enthusiasm, and full involvement in daily work activities. Jufrizen et al. (2023) found that work engagement significantly influences employee OCB, while Gümüştaş and Karataş Gümüştaş (2023) demonstrated that work engagement mediates the relationship between workplace incivility and OCB. Given the central role of work engagement, it is important to understand the factors that can foster employee work engagement.

The latest global employment survey shows that employee engagement remains a challenge, including in Indonesia. According to the Gallup State of the Global Workplace 2025 report, reviewed by the Indonesian Chamber of Commerce and Industry (Kadin Institute Indonesia) (2026), employee engagement in Indonesia was recorded at around 27%, slightly above the global average of 21–22%, but still relatively low compared to the ideal potential that can be achieved if employees' basic psychological needs—from role clarity, a sense of meaning, to opportunities for growth—are optimally met. This situation emphasizes the urgency of identifying psychological determinants that can improve employee work engagement in the Indonesian workplace.

One of the most widely studied psychological determinants is psychological well-being (PWB). Ryff (1989) conceptualized PWB as a multidimensional construct encompassing six dimensions: self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth. Employees with high PWB exhibit positive self-acceptance, warm social relationships, independence in action, the ability to manage environmental demands, a clear sense of purpose, and a sustainable growth orientation. Several recent studies have found a strong link between PWB and work engagement. Kong (2021), for example, found that self-efficacy and psychological well-being predicted work engagement in foreign language teachers in China. Safinaz and Izzati (2022) found a positive relationship between psychological well-being and work engagement in vocational high school teachers, while Saragih and Yuniasanti (2023) found a similar pattern in millennial employees in Indonesia. Briankusuma and Izzati (2022) also emphasized the importance of quality of work life to psychological well-being, which ultimately impacts work engagement. On the other hand, George et al. (2021), Saleem et al. (2022), and Biswal et al. (2023) found that psychological capital and healthy social relationships in the workplace strengthen the relationship between psychological well-being and work engagement in various employee populations.

Although the relationship between PWB and work engagement, as well as between work engagement and OCB, has been widely studied separately, research specifically examining the role of work engagement as a mediator in the relationship between psychological well-being and OCB in the context of employees in Indonesia is still relatively limited. Pashiera and Budiono (2023) have shown that work engagement mediates the influence of psychological

well-being on employee performance, but have not yet targeted OCB directly as an outcome variable. Based on this gap, this study aims to empirically test: (1) the influence of psychological well-being on work engagement; (2) the influence of work engagement on organizational citizenship behavior; (3) the influence of psychological well-being on organizational citizenship behavior; and (4) the mediating role of work engagement in the relationship between psychological well-being and organizational citizenship behavior in employees.

Based on the theoretical studies and previous research that have been described, the research hypothesis proposed is as follows:

H1: Psychological well-being has a positive effect on employee work engagement.

H2: Work engagement has a positive effect on organizational citizenship behavior in employees.

H3: Psychological well-being has a positive influence on organizational citizenship behavior in employees.

H4: Work engagement mediates the influence of psychological well-being on organizational citizenship behavior in employees.

METHOD

This study used a quantitative approach. Work engagement was measured using the Utrecht Work Engagement Scale (UWES-17) developed by Schaufeli and Bakker (2004), consisting of 17 items covering three dimensions: vigor, dedication, and absorption. Psychological well-being was measured using a scale developed based on Ryff's (1989) theory consisting of 18 items covering six dimensions: self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth. Organizational citizenship behavior was measured using a scale developed based on Organ's (1988) dimensions, namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, consisting of 20 items. All items on the three scales used a five-point Likert scale response format (1 = Strongly Disagree, 5 = Strongly Agree).

Data analysis was carried out in stages using statistical software (Python: pandas, SciPy, statsmodels) with the following steps: (1) instrument reliability test using Cronbach's Alpha coefficient and validity test using item-total correlation; (2) descriptive statistical analysis and categorization of variable levels based on the mean $\pm$ 1 SD criteria; (3) classical assumption tests including normality tests (one-sample Kolmogorov-Smirnov), linearity tests (deviation from linearity), multicollinearity tests (Tolerance and Variance Inflation Factor/VIF), and heteroscedasticity tests; (4) Pearson correlation test between variables; (5) hierarchical regression analysis following Baron and Kenny's causal step framework to test path a (PWB→WE), path c (PWB→OCB without mediator), and paths b and c' (the simultaneous influence of PWB and WE on OCB); and (6) testing the significance of the mediation effect.

RESULT AND DISCUSSION

The study participants were 111 employees working in various industrial sectors (banking, manufacturing, education, retail, information technology, and others) selected using a convenience sampling technique through an online questionnaire (Google Form). The demographic characteristics of the respondents are presented in Table 1.

Table 1. Demographic Characteristics of Respondents (N = 111)

Characteristics	Category	n	%
Gender	Woman	68	61,3
	Man	43	38,7
Age	20–25 years	56	50,5
	26–30 years	30	27,0
	31–35 years	25	22,5
Working Hours	< 1 year	27	24,3
	1–3 years	29	26,1
	> 3 years	55	49,5
Sector Industry	Banking & Finance	13	11,7
	Manufacturing	12	10,8
	Education	12	10,8
	E-Commerce	11	9,9
	Retail	10	9,0
	Creative / Digital	10	9,0
	Food & Beverage	8	7,2
	Information Technology	7	6,3
	Logistics	7	6,3
	Health	7	6,3
Others (FMCG, Hospitality, Automotive, Media, Construction)		14	12,6
Total		111	100,0

Reliability testing was conducted using Cronbach's Alpha coefficient, while validity testing was conducted by calculating the corrected item-total correlation for each item. The test results are presented in Table 2.

Table 2. Results of Instrument Reliability and Validity Tests

Variables	Number of Items	Cronbach's Alpha	Item-Total Correlation Range	Information
Psychological Well-Being	18	0,983	0,824 – 0,898	Reliable & Valid
Work Engagement	17	0,984	0,841 – 0,921	Reliable & Valid
Organizational Citizenship Behavior	20	0,986	0,841 – 0,924	Reliable & Valid

Before conducting regression analysis, classical assumption tests were first carried out,

including normality tests, linearity tests, multicollinearity tests, and heteroscedasticity tests. Normality testing was performed using the one-sample Kolmogorov-Smirnov test on the standardized z-scores of each variable. The test results are presented in Table 3.

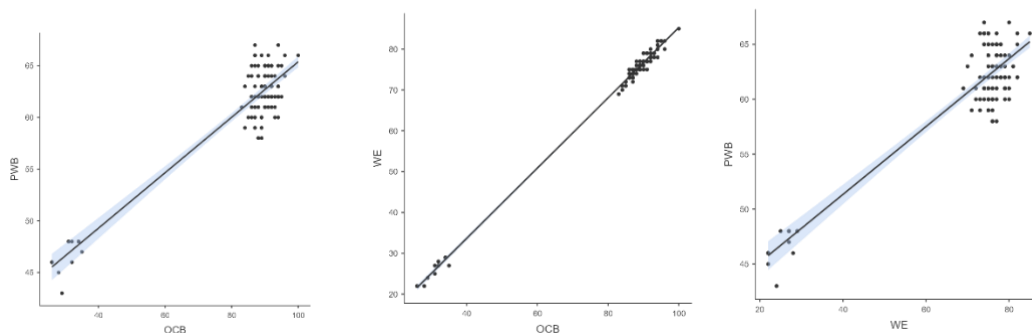
Table 3. Results of Normality Test (One-Sample Kolmogorov-Smirnov)

Normality Tests			
	tistic	Sta	p
Shapiro-Wilk	.983	0	.
Kolmogorov-Smirnov	.0755	0	.
Anderson-Darling	.506	0	.

Note. Additional results provided by *moretests*

The Kolmogorov-Smirnov p-value is 0.551 (>0.05); therefore, it is concluded that the data used are normally distributed. The linearity test was performed using the deviation from linearity test to ensure that the relationship between variables is linear. The test results are presented in Table 4.

Picture 1. Linearity Test Results (Scatter plot)



Based on the image above, it can be seen that the line runs from the bottom-left toward the top-right; therefore, it can be concluded that there is a positive (direct) relationship between the two variables.

A multicollinearity test was conducted to ensure there was no excessive correlation between the predictor variables (PWB and WE) in the regression model on OCB, while a heteroscedasticity test was conducted using the Glejser test by regressing the absolute value of the residuals against the predictor variables. The results of both tests are presented in Table 5.

Table 5. Results of Multicollinearity Test and Heteroscedasticity Test

Collinearity Statistics			
	IF	V	Tol
		erance	
E	.40	6	0
		.156	
WB	.40	6	0
		.156	

Given that the VIF value for the variable is 6.40 (<10), it can be concluded that no multicollinearity exists, or in other words, the assumption for the multicollinearity test is met.

A Pearson correlation test was conducted to determine the strength and direction of the relationship between the three research variables. The test results are presented in Table 6.

Table 6. Pearson Correlation Matrix between Research Variables

Correlation Matrix				
		E	W	P
			WB	CB
E	Pea	—		
	rson's r			
	df			
WB	Pea	0	—	
	rson's r	.919		
	df	09	1	—
CB	Pea	0	0	—
	rson's r	.998	.924	
	df	09	09	1

Correlation Matrix				
	E	W	P	CB
		WB		
p-value	.001	<	.001	<

Based on the table above, the indirect effect has a p-value of 0.001 (<0.05), leading to the conclusion that psychological well-being has a significant indirect effect on the OCB variable through the work engagement variable. Furthermore, the work engagement variable also has a p-value of 0.001 (<0.05), indicating a significant relationship with the OCB variable. The obtained correlation coefficient is positive (0.998), which signifies that the relationship between the two variables is in the same direction.

The psychological well-being variable has a p-value of 0.001 (<0.05), which indicates that there is a significant relationship between the psychological well-being variable and the OCB variable. The obtained correlation coefficient is positive at 0.924, meaning that the relationship between the two variables is in the same direction.

Table 7. Model 1 — Path Estimates

			Estimate	SE	Z	p
PWB	→	WE	2.730	0.1116	24.47	<.001
WE	→	OCB	1.108	0.0166	66.75	<.001
PWB	→	OCB	0.162	0.0493	3.28	.001

The relationship between the psychological well-being variable and the work engagement variable shows a p-value of 0.001 (<0.05); therefore, it can be concluded that psychological well-being has a significant effect on work engagement. The regression coefficient (estimate) is positive at 2.730, which implies that an increase in psychological well-being leads to an increase in work engagement.

The relationship between the work engagement variable and the OCB (Organizational Citizenship Behavior) variable shows a p-value of 0.001 (<0.05); therefore, it can be concluded that work engagement has a significant effect on OCB. The regression coefficient (estimate) is positive at 1.108, which implies that an increase in work engagement leads to an increase in OCB.

The relationship between the psychological well-being variable and the OCB variable shows a p-value of 0.001 (<0.05); therefore, it can be concluded that psychological well-being has a significant effect on OCB. The regression coefficient (estimate) is positive at 0.612, which implies that an increase in psychological well-being leads to an increase in OCB.

The significance of the indirect effect was tested using mediation estimates via the

JAMOOI software.

Tabel 8. Mediation Estimates

Effect	Estimate	SE	Z	p
Indirect	3.024	0.1316	2.98	<.001
Direct	0.162	0.0493	.328	.001
Total	3.186	0.1251	5.47	<.001

Based on the table above, the indirect effect has a p-value of 0.001 (<0.05); therefore, it can be concluded that psychological well-being has a significant indirect effect on the OCB variable through the work engagement variable.

Table 9. Summary of Hypothesis Testing Results

Hypothesis	Statement	Results
H1	Psychological well-being has a positive influence on work engagement	Supported
H2	Work engagement has a positive effect on organizational citizenship behavior	Supported
H3	Psychological well-being has a positive influence on organizational citizenship behavior	Supported
H4	Work engagement mediates the influence of psychological well-being on organizational citizenship behavior.	Supported (Partial Mediation)

Discussion

The results of this study indicate that psychological well-being has a positive and very strong effect on work engagement ($\beta = 2.730$; $p < 0.001$), supporting H1. These findings reinforce the research of Kong (2021), who discovered that psychological well-being predicts work engagement among foreign language teachers, as well as the studies by Safinaz and Izzati (2022) and Saragih and Yuniasanti (2023), both of which identified a positive relationship between psychological well-being and work engagement the former among vocational high school (SMK) teachers and the latter among millennial employees in Indonesia. Employees who possess a high degree of self-acceptance, warm social relationships, autonomy, the ability to manage the demands of their work environment, a clear sense of purpose in life, and an orientation toward continuous growth (Ryff, 1989) appear to have sufficient psychological

resources to engage fully characterized by energy, dedication, and absorption in their work. These findings also align with the Conservation of Resources perspective, which suggests that individuals with substantial reserves of psychological resources including psychological capital, as noted by Saleem et al. (2022) and Biswal et al. (2023) are better equipped to invest themselves optimally in their work roles without experiencing excessive resource depletion.

The results for H2 show that work engagement has a positive and significant effect on organizational citizenship behavior ($\beta = 1.108$; $p < 0.001$) when controlling for psychological well-being. This finding is consistent with the research of Jufrizen et al. (2023), who identified work engagement as a key determinant of organizational citizenship behavior (OCB), as well as the studies by Gümüştaş and Karataş Gümüştaş (2023) and Liu et al. (2023), which also highlight the role of work engagement in fostering extra-role behaviors among employees. Employees who are engaged in their work tend to experience positive affect and possess a surplus of energy, which motivates them to exhibit behaviors that go beyond the formal requirements of their roles—such as assisting colleagues, demonstrating tolerance toward organizational inconveniences, and participating actively in the life of the organization (Organ, 1988).

The results for H3 indicate that psychological well-being has a positive effect on OCB, both in total ($\beta = 0.162$ in Model 2) and directly after controlling for work engagement ($\beta = 3.024$ in Model 3). These findings align with research by Santos et al. (2023), which highlights a reciprocal relationship between OCB and workplace well-being, as well as research by Mishra and Venkatesan (2023), which concludes that employees' psychological well-being has broad implications for their work-related attitudes and behaviors, including organizational citizenship behavior (OCB). Employees who are psychologically well-being tend to possess greater emotional and cognitive capacity to attend to the needs of their colleagues and the organization, making them more likely to exhibit prosocial behaviors in the workplace.

The most central finding of this study is the support for H4: work engagement partially mediates the relationship between psychological well-being and OCB. This means that a significant portion though not all of the influence of psychological well-being on OCB is channeled through an increase in employees' work engagement. This finding of partial mediation provides new empirical support for a theoretical framework that positions work engagement as a psychological mechanism linking an employee's internal state (well-being) to extra-role behaviors (OCB). It extends the work of Pashiera and Budiono (2023) who previously demonstrated that work engagement mediates the effect of psychological well-being on general employee performance by showing that a similar pattern applies specifically to organizational citizenship behavior. This mechanism can be understood through two paths: first, psychological well-being directly enhances an employee's work engagement (as shown in path a); second, high levels of work engagement, in turn, foster an employee's willingness to engage in extra-role behaviors (as shown in path b). Furthermore, there is also a direct path from psychological well-being to OCB that does not pass through work engagement, indicating that psychological well-being can also foster OCB via other mechanisms for instance, through

enhanced self-regulatory capacity or a prosocial orientation that does not rely entirely on work engagement.

In practical terms, the findings of this study suggest that for human resource management, investing in programs that enhance employees' psychological well-being such as strengthening social support in the workplace, providing job autonomy, offering personal development initiatives, and fostering a supportive work culture can be an effective strategy to boost work engagement, which in turn encourages broader organizational citizenship behavior. This aligns with the findings of Xu et al. (2024), who noted that psychological empowerment can promote extra-role behaviors by increasing affective commitment and a sense of belonging to the organization, as well as with the findings of Zampetakis and Arvanitis (2024), who highlighted that autonomy and intrinsic motivation play a crucial role in eliciting organizational citizenship behaviors oriented toward positive change.

CONCLUSION

Based on the results of data analysis on 111 employees, this study concluded that psychological well-being has a positive and significant effect on work engagement, work engagement has a positive and significant effect on organizational citizenship behavior, and psychological well-being has a positive and significant effect on organizational citizenship behavior both directly and through work engagement. The results of the Sobel test and bootstrapping confirmed that work engagement partially mediates the relationship between psychological well-being and organizational citizenship behavior, with a mediated proportion of 85.78%. All research hypotheses (H1, H2, H3, and H4) are supported by empirical data.

For organizations, it is recommended to design intervention programs that target the comprehensive improvement of employee psychological well-being, such as social support programs, self-development training, and the creation of autonomy and clarity of work roles, as a strategic effort to increase work engagement and encourage sustainable organizational citizenship behavior. For further research, it is recommended to: (1) use a longitudinal research design to strengthen causal inference; (2) involve additional data sources (e.g., superior or peer assessments) to reduce common method bias; (3) use a latent variable-based Structural Equation Modeling (SEM) approach to address the issue of multicollinearity between constructs more comprehensively; and (4) expand the sample coverage with probability sampling techniques to a more diverse employee population to increase the generalizability of the findings.

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