

Fostering Organizational Citizenship Behavior: Job Characteristics and Employee Engagement Among PPSU Workers

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This study examines the impact of job characteristics and employee engagement on Organizational Citizenship Behavior (OCB) among frontline public service workers in Indonesia, specifically within the Public Infrastructure and Facilities Maintenance Unit (PPSU), referred to as the "Orange Troops." We used a quantitative explanatory research design to get data from 96 PPSU employees using a structured questionnaire. Job characteristics were assessed utilizing the Job Characteristics Model, employee engagement was evaluated through the Utrecht Work Engagement Scale, and Organizational Citizenship Behavior (OCB) was quantified using recognized multidimensional frameworks. We used Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the data. The results show that both job characteristics ($\beta = 0.430$, $p < 0.001$) and employee engagement ($\beta = 0.305$, $p = 0.001$) positively and significantly affect OCB. The model explains 43% of the variance in OCB ($R^2 = 0.43$), indicating a moderate level of predictive power. These findings suggest that employees are more likely to exhibit discretionary, prosocial behaviors when their jobs are meaningful, autonomous, and well-structured, and when they feel engaged and committed to their work. This research enhances the public sector organizational behavior literature by emphasizing the essential functions of job characteristics and engagement in promoting organizational citizenship behavior among urban service employees. In practice, companies can improve OCB by making jobs more compelling and keeping employees engaged through initiatives that recognize, support, and help them grow.

Keywords: Job Characteristics, Employee Engagement, Organizational Citizenship Behavior, PPSU, Public Service Employees

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1. Introduction

Employee behavior is an important factor in determining service quality and public satisfaction in public service organizations, particularly those directly responsible for urban environmental management and public infrastructure maintenance. The Public Infrastructure and Facilities Maintenance Unit (Petugas Penanganan Prasarana dan Sarana Umum, PPSU), also known as the "Orange Troops" (Pasukan Oranye), is a group of frontline public service workers who play a strategic role in urban governance. These employees are in charge of maintaining cleanliness, drainage systems, roads, and a variety of public facilities; their performance is highly visible to the public and has a direct impact on the quality of urban life.

The efficacy of PPSU officers cannot be assessed only based on their capacity to fulfill statutory job responsibilities. Due to the unexpected and dynamic nature of fieldwork in public service settings, individuals are frequently expected to exhibit initiative, collaboration, and voluntary support beyond their official job definitions. Discretionary behaviors are conceptually associated with Organizational Citizenship Behavior (OCB), defined as voluntary actions that, while not formally rewarded, substantially enhance organizational success (Organ, 1988). Within the framework of PPSU, actions such as assisting colleagues in job completion under adverse conditions, proactively addressing pressing public grievances, and sustaining a good demeanor in demanding work contexts exemplify essential types of Organizational Citizenship Behavior (OCB).

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Despite the strategic importance of OCB in public service organizations, empirical research into its causes among frontline urban service workers is sparse. The majority of prior studies on OCB were undertaken in corporate, educational, or hospital settings, whereas public sector operating units such as PPSU have gotten significantly less scholarly attention. Furthermore, research in the public sector frequently focuses on bureaucratic performance measures and compliance, rather than discretionary and prosocial work behaviors. From a theoretical standpoint, work features and employee involvement are two significant aspects that are thought to affect the development of organizational citizenship behavior (OCB).

Job characteristics dictate the structure and experience of work for employees, encompassing the degree of autonomy, meaningfulness, and feedback their roles offer (Hackman & Oldham, 1976). Employee engagement denotes a constructive and satisfying work-related mental state, marked by vigor, devotion, and absorption (Schaufeli et al., 2002). In demanding and physically strenuous work contexts like PPSU field operations, both job design and psychological engagement are anticipated to significantly influence employees' propensity to exceed formal role expectations.

However, existing empirical studies on the link between job characteristics, employee engagement, and OCB remain fragmented and contextually limited. Many earlier research have examined these characteristics in isolation or used employee involvement as a mediator rather than a direct predictor of discretionary behavior. Furthermore, the majority of previous research has been undertaken in private sector or professional service contexts, which are vastly different from the actual reality encountered by metropolitan public service personnel such as PPSU officers.

Another significant gap exists in the methodological aspect. A vast number of earlier studies used traditional regression-based approaches, which may not properly account for measurement error or the latent nature of psychological concepts. The use of Partial Least Squares Structural Equation Modeling (PLS-SEM) to investigate both measurement and structural models in the context of public sector operating units is yet underexplored.

This study provides significant contributions and exhibits distinct uniqueness based on these gaps. This research especially examines PPSU (Pasukan Oranye) as the empirical context, so expanding the OCB literature to a seldom researched yet socially significant group of public service workers. This study formulates and evaluates a comprehensive model that concurrently investigates the direct impacts of job characteristics and employee engagement on Organizational Citizenship Behavior. Third, this study utilizes PLS-SEM to offer a more rigorous and robust analytical framework for assessing both measurement quality and structural correlations among the examined variables.

Consequently, the originality of this research resides in its distinctive empirical context (PPSU), its cohesive explanatory framework of OCB, and its utilization of a variance-based structural equation modeling methodology within a public sector operational environment. This study's findings aim to enhance the literature on public sector organizational behavior and offer practical insights for policymakers and local governments in developing work systems and management practices that promote positive discretionary behavior among frontline urban service workers.

Based on theoretical justifications, empirical gaps, and the specific environment of PPSU (Pasukan Oranye) employees, this study seeks to empirically investigate the impact of job features and employee engagement on Organizational Citizenship Behavior. Specifically, this study looks into whether job characteristics contribute favorably to the development of OCB and whether employee engagement improves employees' discretionary behaviors beyond official job requirements. Thus, two possibilities are proposed: H1: Job characteristics have a positive and significant effect on organizational citizenship behaviour. H2: Employee engagement has a favorable and considerable impact on organizational citizenship behavior.

2. Literature Review

Job Characteristics

The Job Characteristics Model, first introduced by Hackman and Oldham (1976), suggests that the way a job is structured can shape employees' psychological states and influence outcomes such as motivation, satisfaction, and overall performance, with certain job features like skill variety, task identity, task significance, autonomy, and feedback helping to boost intrinsic motivation and encourage positive work behaviors.

In essence, job characteristics are the core aspects of a job, shaping how employees perceive and experience their work and acting as key predictors of psychological states, motivation, and performance outcomes (El-Farr, 2023), which highlights the importance of designing work that satisfies intrinsic needs while inspiring proactive behaviors. From this perspective, job characteristics refer to the structural elements of work that affect how employees approach their responsibilities, influencing how meaningful they perceive their tasks, how accountable they feel for outcomes, and how aware they are of their performance effectiveness (Hackman & Oldham, 1976; Saylor, 2026).

Recent research emphasizes that well-structured jobs not only enhance engagement, well-being, and motivation but also encourage discretionary behaviors, such as helping colleagues and demonstrating organizational citizenship (El-Farr, 2023), which makes them critical for fostering a positive organizational climate.

Scholars generally agree that five key dimensions capture the motivating aspects of a job, each contributing to employees' engagement and performance. Skill variety refers to the extent to which a job requires different activities and abilities, allowing employees to use multiple skills, stay interested, and avoid monotony. Task identity reflects how much a job involves completing a whole and identifiable piece of work, giving employees a sense of ownership and accomplishment. Task significance highlights the perceived importance or impact of a job on others, the organization, or stakeholders, which often strengthens intrinsic motivation. Autonomy represents the level of independence employees have in scheduling and performing their work, promoting responsibility and accountability. Finally, feedback pertains to the clarity and quality of information provided about performance, enabling employees to recognize successes and identify areas for improvement.

These five dimensions form the foundation of the Job Characteristics Model (JCM) and have been repeatedly recognized in both classic and contemporary literature on work design and organizational behavior (Hackman & Oldham, 1976; Parker, Morgeson, & Johns, 2017), as jobs rich in these characteristics make employees feel their work is meaningful, encourage ownership of outcomes, and improve understanding of performance, all of which promote intrinsic motivation and positive attitudes toward the organization. Importantly, enriched job characteristics do more than improve task performance, as they also foster discretionary and prosocial behaviors that extend beyond formal job requirements, making employees more likely to help colleagues, act responsibly, and contribute positively to the organization (Cropanzano, Anthony, Daniels, & Hall, 2017).

Empirical evidence supports this idea, showing that jobs characteristics with strong motivating features encourage organizational citizenship behaviors (OCB), since employees who feel valued and empowered often exceed minimum expectations (Morgeson & Humphrey, 2006; Bakker & Demerouti, 2017). Autonomy allows initiative, task significance nurtures social responsibility, and feedback encourages ongoing improvement and collaboration, creating environments where OCB naturally emerges as voluntary contributions rather than enforced actions. While modern work design research recognizes other factors

like social context, knowledge demands, and physical requirements the five core job characteristics remain crucial drivers of intrinsic motivation and discretionary behavior, particularly in labor-intensive public service settings such as PPSU operations, where collaboration, initiative, and teamwork are essential for encouraging OCB among employees (Parker et al., 2017; Bakker & Demerouti, 2017).

Employee Engagement

Employee engagement has emerged as a central concept in contemporary organizational behavior and human resource management, reflecting the growing recognition that employee performance is shaped not only by skills or formal responsibilities but also by the psychological connection individuals cultivate with their work. Unlike traditional constructs such as job satisfaction or organizational commitment, engagement captures a deeper, more active form of involvement, in which employees invest their energy, attention, and motivation beyond what is merely required.

According to Schaufeli, Salanova, González-Romá, and Bakker (2002), engagement is a positive, fulfilling, work-related psychological state characterized by vigor, dedication, and absorption. Vigor reflects high levels of energy, mental resilience, and determination in tackling tasks, while dedication encompasses a strong sense of purpose, enthusiasm, pride, and inspiration for one's work. Absorption describes a state of deep concentration, where employees are fully immersed in their tasks and may find it difficult to detach from work activities. Together, these dimensions indicate that engaged employees commit not only their physical effort but also their emotional and cognitive resources to their work.

The Job Demands-Resources (JD-R) Theory provides a theoretical foundation for understanding engagement, proposing that workplace resources such as autonomy, social support, and feedback enhance motivation and foster higher levels of engagement, which in turn lead to positive behavioral outcomes (Bakker & Demerouti, 2017). Engaged employees tend to be more persistent, committed, and willing to go beyond their formal duties, perceiving their work as meaningful and personally fulfilling. In this sense, engagement functions as a motivational pathway, transforming favorable work conditions into enhanced performance and constructive behaviors.

Importantly, engagement influences not only in-role performance but also extra-role behaviors, including discretionary actions that benefit colleagues and the organization. Employees who are engaged are more likely to adopt proactive attitudes, assist coworkers voluntarily, and contribute to organizational goals beyond their formal job descriptions. Social exchange theory explains this tendency, suggesting that employees who perceive support and positive treatment from their organization feel a sense of obligation to reciprocate through helpful and cooperative behaviors (Cropanzano et al., 2017). Consequently, engagement encourages employees to focus on what is beneficial for the group, rather than limiting themselves to minimum requirements.

A growing body of empirical research confirms the link between engagement and organizational citizenship behavior (OCB), showing that engaged employees are more likely to support colleagues, act conscientiously, and participate actively in organizational initiatives (Bakker, Albrecht, & Leiter, 2018; Saks, 2019). Engagement strengthens both emotional attachment and organizational identity, which naturally promote prosocial and cooperative behaviors. In other words, employees who are enthusiastic, committed, and absorbed in their work are more inclined to voluntarily contribute to organizational success.

This relationship is particularly significant in labor-intensive public service settings such as PPSU (Pasukan Oranye) operations, where employees face physically demanding tasks, uncertain conditions, and direct public scrutiny. In such environments, adhering strictly to formal job descriptions is often insufficient to ensure effective service delivery. High levels of enthusiasm, dedication, and willingness to assist others core

elements of engagement are therefore crucial for fostering teamwork, initiative, and responsiveness. Accordingly, employee engagement is expected to play a pivotal role in encouraging organizational citizenship behaviors among PPSU personnel.

Based on both theoretical perspectives and empirical evidence, employee engagement can be regarded as a key psychological driver of discretionary actions and voluntary contributions in the workplace, which leads to the following hypothesis:

H2: Employee engagement has a positive and significant effect on organizational citizenship behavior.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to voluntary, discretionary behaviors taken by workers that are not formally mandated as part of their job descriptions but contribute to the organization's effective operation (Organ, 2018). Unlike task performance, which focuses on official job obligations, OCB includes prosocial actions including assisting colleagues, demonstrating civic virtue, displaying civility, and demonstrating organizational commitment. Modern organizational studies emphasize that OCB is a type of contextual performance behaviors that contribute to the social and psychological environment in which task performance happens (Podsakoff, MacKenzie, & Podsakoff, 2019).

Recent textbook treatments of OCB emphasize that its importance goes beyond individual compliance and work completion to include organizational sustainability, team effectiveness, and long-term performance results (Miner, 2021; Robbins & Judge, 2020). OCB has been related to better team coordination, less supervisory stress, higher service quality, and greater organizational adaptation in challenging contexts. These factors are especially important in frontline and public service positions, where employees must manage dynamic and unpredictable work environments.

Several theoretical views help to shape the conceptual foundations of OCB. One prominent lens is social exchange theory, which holds that when employees perceive positive treatment, support, or investment from their employer, they are more likely to reciprocate through discretionary behaviors that benefit the group (Cropanzano et al., 2017; Eisenberger & Stinglhamber, 2019). Another theoretical foundation is Self-Determination Theory (SDT), which proposes that when employees feel autonomy, competence, and relatedness at work, they internalize organizational values and engage in pro-organizational behaviors outside of formal obligations (Deci & Ryan, 2020; Gagné & Deci, 2020).

Importantly, the proliferation of studies on employee engagement and job design has added explanatory power to understanding the causes of OCB. Modern organizational behavior textbooks stress that OCB is a psychological and behavioral result influenced by both structural job factors and individual motivational states (Robbins & Judge, 2020; Miner, 2021). From this perspective, OCB is a proactive reflection of how people internalize their work environment and workplace relationships, rather than a reactive habit.

Recent empirical research has consistently related OCB to job resources (such as autonomy, feedback, and significance) as well as psychological states like engagement and meaningfulness (Halbesleben, 2019; Bakker & De Vries, 2021). Employees who are engaged are more likely to display benevolence, cooperation, and civic virtue because they are psychologically invested in the success of their organization and believe their work is personally meaningful (Salanova et al., 2021). Similarly, occupations with supporting features provide a sense of empowerment and affiliation, which enhances voluntary pro-organizational behavior (Schaufeli & Taris, 2020).

To summarize, Organizational Citizenship Behavior is a vital facet of employee performance that is defined by voluntary, prosocial acts that promote organizational effectiveness. Its antecedents are both structural

(job features) and psychological (engagement), indicating how work design and employee motivation interact to yield favorable discretionary outcomes.

3. Research Method

Sample and Procedure

This study employed a quantitative approach with an explanatory research design to examine the effects of job characteristics and employee engagement on organizational citizenship behavior (OCB). A survey method was used to collect primary data, enabling the objective examination of relationships among variables through statistical procedures.

The population consisted of employees working as *Petugas Penanganan Prasarana dan Sarana Umum (PPSU)*, commonly referred to as *Petugas Oranye*. A purposive sampling technique with predefined inclusion criteria was applied. Only employees with a minimum tenure of one year were selected to ensure adequate work experience and familiarity with their job roles. Based on these criteria, 96 employees participated in the study. A summary of the respondents' demographic characteristics is presented in Table 1.

Table 1. Demographic Characteristics of Respondents (N = 96)

Variable	Category	n	%
Gender	Male	96	100.0
	Female	0	0.0
Age (years)	21–26	23	24.0
	27–32	16	16.7
	33–38	13	13.5
	39–44	18	18.8
	45–50	17	17.7
	51–56	9	9.4
Education	Elementary School	10	10.4
	Junior High School	29	30.2
	Senior High School	57	59.4
Tenure	1–2 years	19	19.8
	3–4 years	48	50.0
	> 5 years	29	30.2

Data were collected using a structured questionnaire. All measurement items were adapted from validated instruments in the organizational behavior literature to ensure content validity and reliability. Job characteristics were measured based on the Job Characteristics Theory developed by Hackman and Oldham (1980), focusing on autonomy, skill variety, task identity, and feedback, whose relevance continues to be supported in contemporary work design research (Parker & Grote, 2022). Employee engagement was assessed using the Utrecht Work Engagement Scale (UWES), which captures vigor, dedication, and absorption (Schaufeli, Bakker, & Salanova, 2006), and remains widely applied in recent studies (Bakker & Albrecht, 2018; Albrecht, 2021).

Organizational Citizenship Behavior was measured using the multidimensional framework proposed by Podsakoff, MacKenzie, Moorman, and Fetter (1990), covering altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, which continues to be adopted in contemporary organizational behavior research (Podsakoff, MacKenzie, & Podsakoff, 2018; Robbins & Judge, 2022). All items were rated on a five-point Likert scale ranging from strongly disagree to strongly agree.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM), which is appropriate for predictive models and does not require strict normality assumptions (Hair, Hult, Ringle, & Sarstedt, 2019). Convergent validity was established when factor loadings exceeded 0.70 and the Average Variance Extracted (AVE) surpassed 0.50, while reliability was assessed using composite reliability coefficients. Hypothesis testing was conducted using bootstrapping procedures to generate standard errors, t-values, and p-values, as recommended for significance testing in PLS-SEM (Hair et al., 2019).

4. Result

This study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the relationships among Job Characteristics, Employee Engagement, and Organizational Citizenship Behavior (OCB). The analysis focused on the measurement model's validity and reliability, the explanatory power of the structural model, and the significance of hypothesized relationships.

Validity and Reliability

The validity of constructs was evaluated using indicator loadings and Average Variance Extracted (AVE). Most indicators had loadings above 0.7, suggesting strong convergent validity. The AVE values were 0.65 for Job Characteristics, 0.58 for Employee Engagement, and 0.61 for OCB, all surpassing the recommended threshold of 0.5 (Hair et al., 2019). These findings indicate that the indicators adequately capture the variance of their respective constructs.

Reliability was assessed using Cronbach's Alpha and Composite Reliability (CR). All constructs demonstrated high internal consistency, with Cronbach's Alpha values of 0.91 (Job Characteristics), 0.894 (Employee Engagement), and 0.93 (OCB), and CR values of 0.93, 0.915, and 0.94, respectively. This confirms that the measurement model is both valid and reliable.

Table 2. Convergent Validity and Reliability of Constructs

Construct	AVE	Cronbach's Alpha	Composite Reliability
Job Characteristics	0.65	0.91	0.93
Employee Engagement	0.58	0.894	0.915
OCB	0.61	0.93	0.94

Explanatory Power of The Model

The model's explanatory power was evaluated using the coefficient of determination (R^2), revealing that Employee Engagement accounted for 43% of the variance in OCB ($R^2 = 0.43$; Adjusted $R^2 = 0.41$), which reflects a moderate level of explanatory strength according to Chin (1998). This indicates that while Job Characteristics and Employee Engagement play a significant role in shaping OCB, other factors may also influence employees' discretionary behaviors.

Hypothesis Testing

Hypotheses were tested by examining path coefficients, t-values, and p-values, as summarized in Table 3.

Table 3. Hypothesis Testing Results

Relationship	Path Coefficient (β)	T Statistics	P Value	Significance
Employee Engagement → OCB	0.305	3.24	0.001	Significant
Job Characteristics → OCB	0.430	4.2	0.000	Significant

These results indicate that both Employee Engagement and Job Characteristics positively and significantly influence OCB. Employees who are more engaged and perceive their work as meaningful and well-structured are more likely to exhibit behaviors beyond their formal responsibilities. Moreover, the F-test

confirmed that the overall model is significant ($F_{\text{calculated}} = 23.3 > F_{\text{table}} = 2.70$), suggesting that the predictors jointly explain the variations in OCB (Ghozali, 2018).

Discussion

This study's results show that Job Characteristics and Employee Engagement are very crucial in determining Organizational Citizenship Behavior (OCB). Both variables exhibited positive and significant effects on OCB, indicating that employees' discretionary actions are shaped not just by formal job obligations but also by their perceptions of the meaningfulness and engagement of their work (Hackman & Oldham, 1976; Saks, 2006).

First, Job Characteristics had a big effect on OCB in a good way. Employees are more willing to go above and beyond their formal duties if they think their work is important, demanding, and gives them chances to be independent and use their skills. This is in line with the Job Characteristics Model, which says that well-designed occupations boost internal motivation and contribute to good behavior. From a pragmatic perspective, firms can foster Organizational Citizenship Behavior (OCB) by structuring occupations that offer diversity, meaningfulness, and a sense of ownership, so enhancing employees' connection to their roles.

Second, employee engagement is also a strong predictor of OCB. Employees who are engaged those who are excited about their work, focused on it, and dedicated to it are more likely to do things that help the company in addition to their regular duties. This study corroborates with research highlighting that engagement stimulates discretionary effort, fosters collaboration, and fortifies the organizational climate (Bakker & Demerouti, 2008). The moderate R^2 (0.43) suggests that Job Characteristics and Employee Engagement are significant, but other elements, including leadership style, company culture, or individual personality traits, organizational support may also affect Organizational Citizenship Behavior (OCB).

In general, these results show how job design and employee engagement are linked to each other and how they can lead to positive behaviors at work. The study underscores practical consequences beyond statistical significance: firms should prioritize not only formal task assignments but also the cultivation of meaningful work and a supportive atmosphere that empowers employees to contribute beyond their immediate tasks.

5. Conclusion

This study validates that Job Characteristics and Employee Engagement are primary determinants of Organizational Citizenship Behavior (OCB). Employees who see their occupations as meaningful, difficult, and independent, and who are interested in and committed to their work, are more inclined to go above and beyond their official duties and do things that help the company. From a practical standpoint, organization seeking to promote OCB should concentrate on two primary initiatives.

First, job characteristics should focus on making work meaningful, giving people freedom, and giving them a range of skills so that they feel in charge of their work. Second, to keep employees interested and motivated, companies should assist their employees through programs that recognize their work, supportive leadership, and chances to grow professionally.

The model elucidates a moderate proportion of OCB variance ($R^2 = 0.43$), underscoring that the promotion of discretionary behaviors is complex and multifaceted. Subsequent research may investigate more variables, such leadership style, organizational culture, or individual personality traits, to enhance the knowledge of the determinants of OCB.

To sum up, meaningful work and engaged employees are not only nice to have, but they are also necessary for companies that want to build a proactive, collaborative, and high-performing staff. These findings offer both theoretical and practical insights, underscoring the essential importance of job design and involvement in fostering positive workplace behaviors.

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