

THE INFLUENCE OF WORK ENGAGEMENT, JOB SATISFACTION, AND ORGANISATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEE PERFORMANCE FAIZAM CONCRETE SUGIO LAMONGAN

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Abstract

This study aims to determine the effect of work engagement, job satisfaction, and organizational citizenship behaviour on employee performance (case study on employees at faizam concrete sugio lamongan). This type of research is quantitative research. The population of this research is all employees at faizam concrete and to determine the number of samples the researcher uses a sample technique so that 40 samples are obtained. Data collection in this study is through surveys to locations and distributing questionnaires. The data collected was then processed using SPSS version 26. The data analysis method uses validity and reliability tests, classical assumption tests, multiple linear regression and t tests (partial regression coefficient tests). The results of the study indicate that work engagement partially has no effect on employee performance, while job satisfaction and organizational citizenship behaviour (OCB) partially affect employee performance.

Keywords: work engagement; job satisfaction; organizational citizenship behaviour; employee performance

Introduction

Human resources are the main pillar in the sustainability of an organisation, company or agency. if in a company the human resources cannot work together or cannot be solid, it will certainly complicate and hinder a company in achieving its goals, even though the company already has technological advances without human resources, of course, businesses will face challenges and difficulties in achieving their goals. Human resources are the main pillar in the sustainability of an organisation, company or agency. if in a company, human resources cannot work together or cannot be solid, it will certainly complicate and hinder a company in achieving its goals, even though the company has technological advances without human resources, of course, businesses will face challenges and difficulties to achieve their goals (Dinda Permatasari et al., 2024). An employee is said to be performing well if he has good work quality, which is useful in completing each leader's work. Employees who have good performance can also be seen from their ability to complete their tasks at the specified time (Prasetyo et al., 2021).

Given that economic conditions are constantly changing and uncertain, improving employee performance directly contributes to the sustainable growth of a company. Employee performance is a combination of individual ability to carry out tasks, success in achieving goals and fairness in the process of work, with high adjustment in a dynamic work environment and optimal use of available resources (Ahakwa et al., 2021). One of the intrinsic factors that influence employee performance is work engagement. High levels of work engagement have the potential to strengthen employees' motivation and loyalty in carrying out their tasks, which in turn can positively affect their performance (Kapero et al., 2023). In addition to work engagement, job satisfaction is a very important aspect to be discussed and considered by companies or organisations. When employees are satisfied with their work, they will feel proud of their workplace and have greater confidence. This situation triggers an increase in performance efficiency and will contribute positively to the sustainability of the company's business. In addition, attention to the various aspects that affect employee performance is needed to improve job satisfaction and overall performance (Aditia & Sudiana, 2023).

Another factor that affects employee performance is Organizational Citizenship Behaviour (OCB), OCB is an action taken voluntarily without being bound by formal employee work requirements and contributes to the social and intellectual environment of the workplace. If employees are able to contribute more and feel satisfied, it is possible that they will show little loyalty to the company, even though the compensation provided by the company is appropriate (Said et al., 2021). With the increasingly fierce business competition and uncertain economic change conditions, of course, the company wants to improve employee performance at faizam concrete Sugio Lamongan so that the company is able to compete, taking into account the importance of work engagement, job satisfaction, and organizational citizenship behavior, researchers want to know whether these three variables have an impact on employee performance, and the results of this study are expected to help companies in designing effective strategies to improve employee performance through processing work engagement, job satisfaction and organizational citizenship behavior.

Literature Review

work engagement is defined as the extent to which a person has a desire and commitment to his or her job (Himpi et al., 2022). work engagement is a crucial factor for the long-term development of the company and to increase profits in the midst of increasingly fierce industry competition. (Wokas et al., 2022). job satisfaction is a generalised description of attitudes towards work that involves reactions (Andriani et al., 2023). job satisfaction as an employee's reaction to his job, which is reflected in a positive attitude towards the norms set by the organization (Kustiawan et al., 2022). There are two types of job satisfaction, namely intrinsic and extrinsic job satisfaction (Riyanto et al., 2021).

Organizational Citizenship Behavior (OCB) is an aspect of organisational behavioural science, this behaviour is usually invisible or not taken into account in performance appraisals. the characteristics of OCB behaviour are support provided outside of job responsibilities, done voluntarily without coercion, and no reward is received by employees for the help provided to their colleagues (Said et al., 2021). Employee performance is the result of work achieved by an employee in an organisation to meet predetermined goals, reduce potential losses and create a skilled workforce in carrying out tasks in accordance with the responsibilities given (Lumanauw, 2022). According to (Widigdo & Rejeki, 2021) increased employee performance can be measured through the success of the organisation in achieving the goals that have been set.

Research Methods

This research uses quantitative methods. The data sources used in this research use primary data sources and secondary data through distributing questionnaires, distributing questionnaires in the form of google forms, through people who work in faizam concrete and successfully collected as many as 40 respondents. And then analysed with SPSS version 26.

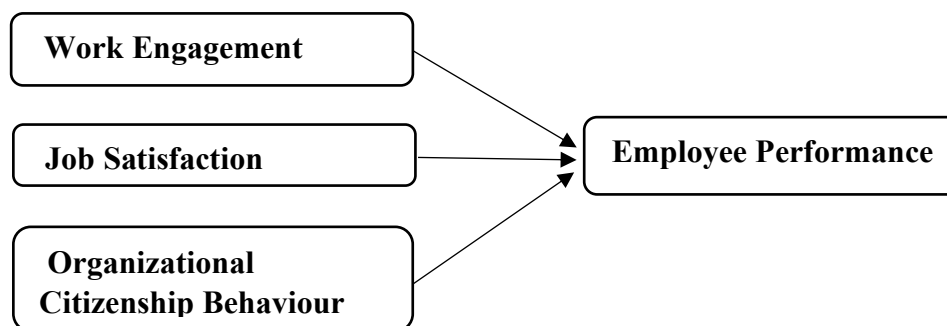


Figure 1 hypothesis

Results and Discussion

Data Analysis Results

Validity Test

To test the validity in this study, a bivariate correlation approach was used, where the value of each indicator was compared with the total construct value. This approach is carried out by comparing the rcount value resulting from statistical analysis with the rtable value at the 0.05 significance level, using a two-sided test and the number of data (n) = 40, from the

calculation of the degree of freedom (df) it is known that the value (n) is 38, it can be concluded that 0.312 is the benchmark for the significance level of the rtable used.

Table 1 Validity test

variable	statement	r count	r table	information
Work engagement	X1.1	0,918	0,312	Valid
	X1.2	0,875	0,312	Valid
	X1.3	0,892	0,312	Valid
Job satisfaction	X2.1	0,905	0,312	Valid
	X2.2	0,926	0,312	Valid
	X2.3	0,881	0,312	Valid
	X2.4	0,897	0,312	Valid
	X2.5	0,925	0,312	Valid
<i>Organizational Citizenship Behavior (OCB)</i>	X3.1	0,925	0,312	Valid
	X3.2	0,927	0,312	Valid
	X3.3	0,915	0,312	Valid
	X3.4	0,916	0,312	Valid
	X3.5	0,909	0,312	Valid
Employee performance	Y1.1	0,798	0,312	Valid
	Y1.2	0,893	0,312	Valid
	Y1.3	0,816	0,312	Valid
	Y1.4	0,847	0,312	Valid
	Y1.5	0,891	0,312	Valid

SPSS 26 Data Processed (2025)

Reliability Test

A questionnaire can be declared reliable if the response given to the statement is consistent over time. Measurement of questionnaire reliability using Cronbach's Alpha value.

Table 2 reliability test

Variable	Cronbach 's Alpha	Standar Reliabel	Information
Work engagement	0,876	0,60	Reliabel
Job satisfaction	0,945	0,60	Reliabel
Organizational hitizenship Behavior (OCB)	0,953	0,60	Reliabel
Employee performance	0,904	0,60	Reliabel

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As a result of the reliability test that has been carried out, it can be seen that from each variable tested the Cronbach's Alpha value is > 0.60 . This means that each indicator used in this study is declared reliable and can be used as a measuring tool. This means that each indicator used in this study is declared reliable and can be used as a measuring tool.

Classical assumption test

Normality test

The normality test aims to test whether the regression model in this study has a normal distribution or not. If the regression model model does not show a normal distribution, this can be overcome by performing a logarithmic transformation.

Table 3 normality test

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Work engagement	.133	40	.071	.958	40	.145
Job satisfaction	.128	40	.097	.970	40	.358
OCB	.149	40	.026	.972	40	.418
Employee performance	.134	40	.066	.956	40	.119
a. Lilliefors Significance Correction						

SPSS 26 Data Processed (2025)

Based on the results of the Shapiro - Wilk normality test above, it can be seen that the significance value in the Shapiro - Wilk section of all dependent and independent variables studied has a significance value > 0.05 . These results indicate that the assumption of normality is fulfilled. So it can be concluded that the residual data in this study has a normal distribution.

Multicollinearity test

This test aims to determine whether there is a perfect or close linear relationship between the independent variables (work engagement, job satisfaction, and organizational citizenship behaviour) in the regression model.

Table 4 Multicollinearity test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Work engagement	.941	1.063
	Job satisfaction	.969	1.032
	OCB	.929	1.077
a. Dependent Variable: Employee performance			

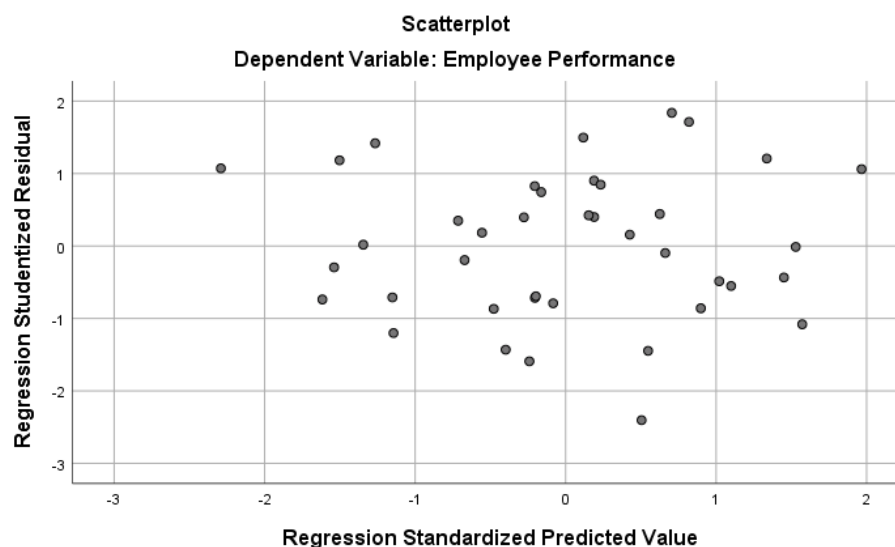
SPSS 26 Data Processed (2025)

It can be seen from the multicollinearity test results above, the tolerance value of the work engagement variable is 0.941, the job satisfaction variable is 0.969, the organizational citizenship behavior (OCB) variable is 0.929, this means that all independent variables have a tolerance value of more than 0.1. Then the VIF value of the work engagement variable is 1.063, the job satisfaction variable is 1.032, the organizational citizenship behavior (OCB) variable is 1.077, this means that the VIF value of all variables is less than 10, thus the multicollinearity assumption is met and the data is suitable for use in multiple linear regression analysis. It can be concluded that there is multicollinearity between the independent variables (work engagement, job satisfaction and organizational citizenship behaviour).

Heteroscedasticity Test

The heteroscedasticity test aims to identify whether the residuals of the regression model show inconsistent variations between one observation and another.

Figure 2 Scatterplot Graph



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The way to detect the presence or absence of heteroscedasticity is by looking at the scatterplot graph between the predicted value of the dependent variable and its residuals. The scatterplot graph can be declared to fulfil the assumption of heteroscedasticity if the data points spread or do not form a clear pattern. In the picture above, it can be seen that the points spread randomly, do not form a clear pattern and spread above and below the number 0 on the Y axis. it can be concluded that the regression model does not occur heteroscedaticity in this study.

Table 5 glejser test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.721	1.701		1.012
	Work engagement	-.072	.103	-.118	.493

	Job satisfaction	-.003	.052	-.009	-.054	.957
	OCB	.043	.057	.130	.761	.452

a. Dependent Variable: ABS_RES

SPSS 26 Data Processed (2025)

The next test is by using the Glejser test. The basis for decision making is if the significance value (sig) between the variable and the absolute residual is more than 0.05 then there is no heteroscedasticity. Based on the table above, the work engagement variable has a sig value of 0.493, the job satisfaction variable has a sig value of 0.975, and the organizational citizenship behaviour (OCB) variable has a sig value of 0.452. Of the three variables tested, the sig value is more than 0.05, this indicates that there are no symptoms of heteroscedasticity in the regression model.

Multiple linear regression

Table 6 Multiple linear regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.701	3.116		.225	.823
	Work engagement	.740	.503	.174	1.472	.150
	Job satisfaction	.499	.096	.609	5.217	.000
	OCB	.333	.103	.383	3.215	.003

a. Dependent Variable: Employee performance

SPSS 26 Data Processed (2025)

Based on the results of the equation analysis, it can be seen that the variables of work engagement, job satisfaction and organizational citizenship behaviour (OCB) show a positive coefficient.

Hypothesis testing

t-test

The t test is conducted to determine whether the independent variables in this study (work engagement, job satisfaction and organizational citizenship behaviour) partially affect the dependent variable (employee performance).

Table 7 t-test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.701	3.116		.225	.823
	Work engagement	.740	.503	.174	1.472	.150
	Job satisfaction	.499	.096	.609	5.217	.000

	OCB	.333	.103	.383	3.215	.003
a. Dependent Variable: Employee performance						
SPSS 26 Data Processed (2025)						

It is known that the df value = 36, the ttable value is 2.028 using a one-way hypothesis test. From the results of the spss processing above, it can be seen that the work engagement variable (X1) tcount value $1.472 < t \text{ table } 2.028$ and a significance value of $0.150 > 0.05$, it can be concluded that hypothesis 1 (H1) is rejected, which means that work engagement (X1) has no positive effect on employee performance (Y).

From the results of the job satisfaction variable spss (X2), it can be seen that the tcount value is $5.271 > t \text{ table } 2.028$ and the significance value is $0.000 < 0.05$, it can be concluded that hypothesis 2 (H2) is accepted, which means that job satisfaction (X2) has a positive effect on employee performance (Y).

From the results of the spss variable organizational citizenship behavior (X3), it can be seen that the tcount value is $3.215 > t \text{ table } 2.028$ and the significance value is $0.003 < 0.05$, it can be concluded that hypothesis 3 (H3) is accepted, which means that organizational citizenship behavior (X3) has a positive effect on employee performance (Y).

Discussion

The Effect Of Work Engagement On Employee Performance

Based on the test results that have been carried out, it shows that work engagement (X1) has no significant effect on employee performance (Y). These results are in line with the research conducted by (Mulyadi et al., 2023) and (Faa'id et al., 2023) where the results of the two studies work engagement has no effect on employee performance. This finding implies that employees' feelings of emotional connection with their workers, the level of enthusiasm for their tasks, and the dedication they put in, do not directly factor into their work improvement at Faizam Beton Sugio Lamongan. In other words, while employees often feel engaged and attached to their work, this does not automatically guarantee a measurable improvement in their performance outcomes, suggesting there are other factors that may be more dominant in influencing performance.

The Effect Of Job Satisfaction On Employee Performance

The results showed that job satisfaction (X2) has a significant effect on employee performance (Y). These results are in line with research conducted by (Widigdo & Rejeki, 2021) and (Simanjuntak et al., 2022) which also show that job satisfaction partially has a positive and significant effect on employee performance. When employees feel satisfied with various aspects of their work they tend to show better performance levels. Job satisfaction also plays an important role in triggering motivation from within, strengthening employees' bonds with the organisation, and building a work environment that supports productivity.

The Effect Of Organizational Citizenship Behavior On Employee Performance

The results showed that organizational citizenship behaviour (X3) has a significant effect on employee performance (Y). These results are in line with research conducted by (Said et al., 2021) and (Widigdo & Rejeki, 2021) where this research also shows that there is a positive and significant effect of organizational citizenship behaviour on employee

performance. Employee performance tends to increase along with the high level of organizational citizenship behaviour (OCB) they show. This indicates that voluntary and proactive behaviour in helping colleagues and contributing to the work environment can increase productivity and individual effectiveness in the organisation. Thus, employees who are active in OCB usually have higher performance, because they not only pay attention to their responsibilities, but also contribute to the success of the team and the organisation as a whole.

Conclusions And Suggestions

From the discussion and series of research entitled work engagement, job satisfaction and organizational citizenship behaviour on employee performance faizam concrete sugio lamongan, the following conclusions can be drawn:

1. Work engagement has no influence on employee performance faizam concrete sugio lamongan.
2. Job satisfaction has an influence on the performance of employees of faizam concrete Sugio Lamongan, meaning that the higher the job satisfaction, the higher the performance of the employees.
3. organizational citizenship behavior has an effect on the performance of employees of faizam concrete sugio lamongan, meaning that the higher the oerganizational citizenship behavior, the higher the performance of the employees.

In this study, the authors have tried their best so that the research is in line with the research objectives, but the authors realise that there are still limitations and weaknesses that cannot be avoided in this study, among others:

1. This study only uses three independent variables including work engagement, job satisfaction, and organizational citizenship behaviour. However, there are still other factors that data affect employee performance.
2. In this study, the sample used was only 40 and was only conducted on employees of faizam concrete Sugio Lamongan.
3. For progress and renewal in the field of science, future research is expected to explore a wider range of objects and use a more diverse sample as a differentiator from this research.

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