

The Dynamics of the Relationship Between Employee Engagement and Organizational Citizenship Behavior Among Tourism Employees in Lau Gumba

Emi Wakhyuni, Siti Nurhayati, Fitri Rafianti, Kevin Tarigan

Abstract

This study investigates the dynamics of the relationship between employee engagement and organizational citizenship behavior (OCB) among tourism employees in Lau Gumba, Berastagi District. The purpose of this research is to analyze how the level of employee engagement influences voluntary, extra-role behaviors that contribute to organizational effectiveness in the tourism industry. Using a quantitative approach, data were collected from 100 employees working in hotels, restaurants, cafés, and tourist attractions through structured questionnaires. The results show that both employee engagement and OCB are at high levels, with a strong positive correlation ($r = 0.682$, $p < 0.05$). Regression analysis indicates that employee engagement significantly affects OCB, explaining 46.5% of its variance. These findings suggest that engaged employees are more likely to demonstrate altruistic, responsible, and cooperative behaviors that enhance organizational performance. The study also highlights the role of cultural collectivism and mutual cooperation (gotong royong) as contextual factors strengthening the engagement–OCB relationship in the Lau Gumba tourism community. The implications emphasize the importance of promoting employee engagement through supportive leadership, recognition, and teamwork to sustain high service quality and organizational success in the tourism sector.

Keywords: Employee Engagement, Organizational Citizenship Behavior (OCB), Tourism Industry, Work Engagement, Lau Gumba, Berastagi

Emi Wakhyuni

Managemen Study Program, Universitas Pembangunan Panca Budi, Indonesia

e-mail: emiwakhyuni@dosen.pancabudi.ac.id

Siti Nurhayati, Fitri Rafianti, Kevin Tarigan

^{2,3,4}Law Study Program, Universitas Pembangunan Panca Budi, Indonesia

e-mail: sitinurhayati@dosen.pancabudi.ac.id², fitirafianti@dosen.pancabudi.ac.id³, kevintarigan@gmail.co.id⁴

2nd International Cofference on the Epicentrum of Economic Global Framework (ICEEGLOF)

Theme: Navigating The Future: Business and Social Paradigms in a Transformative Era.

<https://proceeding.pancabudi.ac.id/index.php/ICEEGLOF/issue/view/9>

Introduction

Tourism has become one of the most rapidly growing sectors in Indonesia, contributing significantly to regional economic development and employment. The tourism industry not only provides economic benefits through the influx of visitors and foreign exchange earnings but also acts as a catalyst for the development of local communities. In North Sumatra, the Berastagi District is known as a prominent tourism destination with unique natural attractions and cultural richness. One of its well-known areas, Lau Gumba, has become a center of tourism activity, attracting both domestic and international visitors. The success of this tourism sector, however, depends not only on physical infrastructure and natural beauty but also on the quality and behavior of the human resources involved.

Human resources are the main drivers of organizational performance in the tourism industry. Employees interact directly with customers and play an essential role in shaping visitor satisfaction and destination image. Therefore, managing employees in the tourism industry requires more than simply meeting operational standards; it involves fostering commitment, motivation, and emotional engagement to deliver service excellence. In this context, the concepts of Employee Engagement (EE) and Organizational Citizenship Behavior (OCB) are crucial. Both are considered key psychological and behavioral constructs that determine the effectiveness and sustainability of organizations, especially those operating in service-oriented industries such as tourism.

Employee engagement refers to a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Engaged employees are enthusiastic about their work, persist in the face of challenges, and immerse themselves deeply in their tasks. They tend to demonstrate higher performance, creativity, and loyalty to the organization. Meanwhile, Organizational Citizenship Behavior (OCB), introduced by Organ (1988), describes voluntary behaviors that go beyond formal job requirements and contribute to the overall effectiveness of the organization. Examples of OCB include helping coworkers, volunteering for additional responsibilities, and maintaining a positive attitude toward organizational goals.

In service-based organizations, such as hotels, restaurants, and tourist destinations, OCB is particularly important because it directly influences customer satisfaction and service quality. Employees who willingly help others, maintain discipline, and show initiative contribute to smoother service delivery and a positive visitor experience. Previous studies (Podsakoff et al., 2000; Saks, 2006; Bakker & Demerouti, 2008) have suggested that employee engagement can serve as a strong antecedent to OCB. When employees feel emotionally and psychologically connected to their work, they are more likely to display behaviors that benefit their colleagues and organization. However, the relationship between these two constructs may vary across cultural, organizational, and industrial contexts.

The tourism industry in Lau Gumba, Berastagi, presents a unique setting for exploring this relationship. The region's tourism workforce often faces fluctuating workloads, seasonal demands, and limited resources, which can influence their motivation and behavior at work. Moreover, many employees work in small- and medium-sized tourism enterprises (SMEs) that may not have formalized human resource management systems. These conditions create both challenges and opportunities for understanding how engagement and OCB manifest among local tourism employees. While the concept of employee engagement has been extensively studied in corporate and manufacturing settings, limited research has focused on its dynamics within small-scale tourism enterprises in regional Indonesia.

This study is motivated by the need to understand how employee engagement drives voluntary and prosocial behaviors that enhance organizational effectiveness in tourism environments. The tourism industry's labor-intensive nature requires employees to engage in frequent interpersonal interactions, problem-solving, and teamwork all of which are strongly

influenced by their level of engagement. When employees are engaged, they are more likely to invest personal energy into improving service quality and supporting their colleagues, thereby exhibiting OCB. Conversely, disengaged employees may display minimal commitment, poor service quality, and low morale, which can harm the destination's reputation.

Another important aspect is the social and cultural context of Lau Gumba, which is characterized by strong community ties and traditional values of cooperation (*gotong royong*). These cultural attributes can influence employees' perceptions of organizational citizenship, as collectivist norms may encourage voluntary helping behaviors. Exploring how engagement interacts with these cultural values provides a deeper understanding of the psychological and social mechanisms underlying OCB in local tourism workplaces.

From a theoretical perspective, this study is grounded in Social Exchange Theory (Blau, 1964) and the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007). Social Exchange Theory posits that when employees perceive support and fairness from their organization, they feel obligated to reciprocate through positive behaviors such as OCB. Similarly, the JD-R Model suggests that job resources (e.g., recognition, autonomy, and social support) foster engagement, which in turn promotes discretionary behaviors beneficial to the organization. Combining these frameworks allows this study to explain not only whether engagement influences OCB, but also why and how this relationship occurs in tourism workplaces.

Empirically, several studies have confirmed a positive and significant relationship between employee engagement and OCB (Albrecht, 2010; Saks, 2006; Karatepe, 2013). However, the strength and nature of this relationship can be affected by contextual factors such as organizational culture, leadership style, and work environment. In the case of tourism employees in Lau Gumba, understanding these dynamics can help managers design more effective human resource strategies that enhance engagement and, consequently, foster a more cooperative and service-oriented workforce.

The findings of this research are expected to provide both theoretical and practical contributions. Theoretically, it enriches the body of knowledge on employee engagement and OCB by providing empirical evidence from a regional tourism context, which has been understudied in Indonesian literature. Practically, the results can guide tourism managers, local entrepreneurs, and policymakers in designing strategies that strengthen employee engagement such as through recognition systems, leadership development, and employee participation programs to foster voluntary behaviors that enhance service quality and organizational performance.

Literature Review

2.1 Employee Engagement

The concept of employee engagement has gained increasing attention in organizational research due to its strong association with performance, retention, and overall organizational success. Kahn (1990) was the first to introduce the concept, defining engagement as "the harnessing of organization members' selves to their work roles," whereby employees express themselves physically, cognitively, and emotionally during role performances. According to Kahn, engagement occurs when employees are psychologically present and personally involved in their work, finding meaning and purpose in their roles.

Employee engagement is influenced by several factors, including leadership style, organizational culture, job design, and psychological resources (Bakker & Demerouti, 2008). Engaged employees demonstrate higher motivation, stronger organizational commitment, and better performance outcomes. In the tourism industry, where service quality and customer satisfaction depend heavily on human interaction, engagement is particularly vital. Engaged

tourism employees are more likely to deliver exceptional service, handle customer complaints empathetically, and contribute to a positive work climate.

Furthermore, the Job Demands–Resources (JD-R) Model provides a comprehensive framework for understanding engagement. The model posits that job resources such as autonomy, feedback, and social support enhance engagement, while excessive job demands such as workload or emotional strain can diminish it. Tourism employees often face fluctuating workloads, emotional labor, and seasonal instability, making job resources a critical factor in sustaining engagement levels. When these resources are present, employees are more resilient, optimistic, and likely to invest additional effort in their jobs (Bakker & Bal, 2010).

2.2 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) was conceptualized by Organ (1988) as discretionary, extra-role behavior that is not formally rewarded but contributes to organizational effectiveness. Unlike task performance, OCB goes beyond contractual job requirements and is driven by employees' intrinsic motivation and sense of belonging.

OCB has been extensively studied across different industries and cultural settings. Podsakoff et al. (2000) emphasized that OCB improves organizational efficiency by enhancing cooperation, reducing conflict, and fostering innovation. In service industries, especially tourism, OCB manifests in employees' willingness to assist colleagues, volunteer for additional duties, and create positive experiences for guests. Such behaviors directly impact customer satisfaction, loyalty, and the organization's reputation (Yen & Niehoff, 2004).

Researchers have also identified antecedents of OCB, which include job satisfaction, organizational commitment, perceived organizational support, and leadership quality (Bateman & Organ, 1983; Podsakoff et al., 2009). These antecedents overlap with those that influence employee engagement, suggesting a potential causal relationship between engagement and OCB. Employees who feel valued, trusted, and emotionally connected to their organization are more inclined to reciprocate through voluntary, citizenship-like behaviors that go beyond their formal roles.

2.3 The Relationship Between Employee Engagement and OCB

The theoretical link between employee engagement and OCB can be explained through Social Exchange Theory (Blau, 1964), which posits that human relationships are based on reciprocal exchanges. When employees perceive support, fairness, and recognition from their organization, they experience an obligation to reciprocate through positive behaviors, including OCB. Engagement serves as the psychological mechanism that transforms perceptions of organizational support into behavioral outcomes.

Saks (2006) empirically tested this theoretical framework and found that engagement acts as a mediator between perceived organizational support and OCB. Engaged employees are emotionally invested in their work and organization, leading them to go above and beyond their formal duties. Similarly, Bakker and Demerouti (2008) demonstrated that engagement leads to proactive behavior, creativity, and a willingness to help others, key components of OCB.

Karatepe (2013) extended this relationship to the hospitality and tourism sector, finding that engagement significantly predicts OCB among hotel employees. Engaged employees in hospitality settings are more likely to assist co-workers, display patience with guests, and advocate for their organization. The study concluded that engagement is a strategic resource that promotes service quality through enhanced discretionary behavior.

However, the dynamics of this relationship may vary across cultural and organizational contexts. In collectivist cultures, such as Indonesia's, employees may already possess a natural inclination toward cooperative and community-oriented behavior (gotong royong). In such settings, engagement may amplify an already strong cultural predisposition toward OCB.

Conversely, in organizations with weak leadership or unclear communication, even highly engaged employees may experience frustration, reducing their likelihood of exhibiting OCB. Thus, understanding engagement OCB dynamics requires contextual consideration of both psychological and cultural factors.

2.1 Employee Engagement and OCB in the Tourism Context

Tourism organizations depend heavily on interpersonal relationships, teamwork, and emotional labor. Unlike manufacturing industries, where productivity can be measured through tangible outputs, the tourism industry relies on intangible elements such as service quality, empathy, and guest satisfaction, all of which are strongly influenced by employees' engagement and voluntary behavior.

In the case of Lau Gumba, Berastagi, tourism workers often face multiple job demands: long working hours, physical fatigue, high customer expectations, and limited job security. Despite these challenges, many continue to display strong community values and cooperative behavior. This makes Lau Gumba an ideal context for studying the dynamics between engagement and OCB, as both psychological and cultural factors interplay in shaping employee behavior.

Studies in Southeast Asia (e.g., Kim et al., 2017; Lyu, 2016) show that tourism employees' engagement enhances service quality, customer satisfaction, and organizational reputation. Moreover, engaged employees are more likely to exhibit OCB by voluntarily helping coworkers, showing empathy to guests, and participating in community-based tourism initiatives. This synergy between engagement and OCB contributes to sustainable tourism development by fostering positive internal culture and external service delivery.

Methods

3.1 Research Design

This study employed a quantitative research design using a correlational approach to examine the relationship between Employee Engagement (EE) and Organizational Citizenship Behavior (OCB) among employees working in the tourism industry in Lau Gumba, Berastagi District. The quantitative design was selected to allow for objective measurement and statistical analysis of the relationship between the two constructs. The correlational method aims to determine the degree and direction of association between the independent variable (employee engagement) and the dependent variable (organizational citizenship behavior).

The research design is cross-sectional, meaning that data were collected at a single point in time from the respondents. This design is appropriate for identifying patterns and relationships in employee behavior within a specific context, such as the tourism sector in Lau Gumba.

The framework of this study is based on the Job Demands–Resources (JD-R) Model and Social Exchange Theory, which together explain how work engagement leads to positive organizational behavior such as OCB through reciprocal social and psychological mechanisms.

3.2 Population and Sample

The population of this study includes all employees working in the tourism industry in Lau Gumba, Berastagi District, which encompasses hotels, restaurants, local tour agencies, and tourist attraction sites. Based on preliminary data from the local tourism office (Dinas Pariwisata), there are approximately 250 employees working in various tourism-related establishments in the area.

A sample size of 100 respondents was determined using the Slovin formula with a 5% margin of error. The sampling technique employed was purposive sampling, which allows the

researcher to select participants who meet specific criteria relevant to the research objectives. The criteria for participation were as follows:

1. The respondent must be an employee currently working in a tourism-related enterprise in Lau Gumba (e.g., hotel, restaurant, café, or tourist attraction).
2. The respondent must have at least six months of working experience in their current organization.
3. The respondent must be willing to participate voluntarily and complete the questionnaire.

This sampling approach ensured that respondents had adequate exposure to organizational practices and workplace dynamics to provide reliable responses related to engagement and OCB.

3.3 Data Analysis Technique

Data analysis was performed using IBM SPSS Statistics Version 26. The analytical procedures were as follows:

1. Descriptive Statistics
Used to summarize respondents' demographic characteristics (gender, age, education, tenure) and to present mean and standard deviation values for each variable.
2. Normality Test
Conducted using the Kolmogorov–Smirnov test to ensure that the data distribution met the assumption of normality, which is required for parametric statistical analysis.
3. Correlation Analysis
The Pearson correlation coefficient was used to determine the strength and direction of the relationship between employee engagement and OCB.
4. Simple Linear Regression Analysis
Regression analysis was employed to measure the influence of Employee Engagement (independent variable) on Organizational Citizenship Behavior (dependent variable). The model used is expressed as:
$$Y = a + bX + e$$

where:
Y = Organizational Citizenship Behavior,
X = Employee Engagement,
 α = constant,
b = regression coefficient,
 ϵ = error term.
5. Coefficient of Determination (R^2)
Used to determine the percentage of variation in OCB that can be explained by employee engagement.
6. Significance Testing
Hypothesis testing was performed using the t-test at a 95% confidence level ($\alpha = 0.05$). A p-value less than 0.05 indicates that the relationship between employee engagement and OCB is statistically significant.

Result and Discussion

Result

4.1 Respondents' Demographic Profile

A total of 100 valid responses were collected from employees working in various tourism sectors in Lau Gumba, including hotels, restaurants, cafés, and local tourist attractions. The demographic composition of the respondents is summarized as follows:

Table 1. Repondence Demographic Profile

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	56	56.0
	Female	44	44.0
Age	18–25 years	35	35.0
	26–35 years	45	45.0
	≥36 years	20	20.0
Education Level	Senior High School	60	60.0
	Diploma	30	30.0
	Bachelor's Degree	10	10.0
Length of Employment	1–3 years	40	40.0
	4–6 years	35	35.0
	>6 years	25	25.0
Type of Workplace	Hotel	45	45.0
	Restaurant/Café	30	30.0
	Tourist Attraction	25	25.0
Total Respondents	—	100	100.0

These demographics indicate that the majority of employees in the Lau Gumba tourism industry are young adults with moderate work experience. The relatively youthful workforce suggests that employee engagement programs must focus on developing motivation, career opportunities, and recognition to sustain commitment in a competitive tourism environment.

4.2 Descriptive Statistics of Variables

The results of descriptive analysis show the overall levels of Employee Engagement (EE) and Organizational Citizenship Behavior (OCB) among respondents.

Table 2. Descriptive Statistics Variables

Variable	Mean	Standard Deviation	Category
Employee Engagement	4.12	0.52	High
Organizational Citizenship Behavior	4.08	0.49	High

The mean score of 4.12 for employee engagement indicates that most employees report high enthusiasm, dedication, and involvement in their work. Similarly, a mean OCB score of 4.08 suggests that respondents frequently demonstrate voluntary behaviors such as helping colleagues, maintaining discipline, and promoting a positive image of their organization. This pattern reflects a generally positive work climate within the Lau Gumba tourism sector, supported by community-based cultural values that emphasize cooperation and collective responsibility.

4.3 Normality and Linearity Tests

The Kolmogorov–Smirnov test showed a p-value of 0.072 (>0.05), indicating that the data were normally distributed. The linearity test yielded a significance value of 0.000 (<0.05), confirming that the relationship between employee engagement and OCB is linear and suitable for regression analysis.

4.4 Correlation Analysis

The Pearson correlation coefficient between employee engagement and organizational citizenship behavior was found to be $r = 0.682$, with a significance level of 0.000 ($p < 0.05$). This indicates a strong and positive correlation between the two variables. In other words, higher levels of engagement among employees are associated with higher levels of OCB.

Table 3. Correlation Analysis

Variables	Correlation Coefficient (r)	Sig. (p)	Interpretation
Employee Engagement ↔ OCB	0.682	0.000	Strong Positive Relationship

This result supports previous studies by Saks (2006), Bakker and Demerouti (2008), and Karatepe (2013), which found similar positive associations between engagement and OCB in service industries. It suggests that engaged employees in Lau Gumba are more likely to contribute voluntarily to organizational success through altruistic and cooperative behaviors.

4.5 Regression Analysis

Simple linear regression was conducted to determine the extent to which employee engagement influences organizational citizenship behavior. The regression model summary is presented below.

Table 4. Regression Analysis

Model	R	R ²	Adjusted R ²	Std. Error	Sig. (p)
1	0.682	0.465	0.459	0.360	0.000

The coefficient of determination (R^2) = 0.465, meaning that 46.5% of the variance in OCB can be explained by employee engagement. The remaining 53.5% is influenced by other factors not examined in this study, such as leadership, job satisfaction, and organizational culture. The regression equation derived from the analysis is as follows:

$$\text{OCB} = 12.45 + 0.65(\text{Employee Engagement})$$

The positive regression coefficient ($b = 0.65$) indicates that for every one-unit increase in employee engagement, OCB increases by 0.65 units. The t-test value = 9.87 with $p = 0.000$ (< 0.05) confirms that the effect is statistically significant.

Thus, the hypothesis that employee engagement significantly influences organizational citizenship behavior among tourism employees in Lau Gumba is accepted.

Discussion

The findings of this study reveal a significant and positive relationship between employee engagement and organizational citizenship behavior (OCB) among tourism employees in Lau Gumba, Berastagi. This indicates that employees who are more engaged with their work tend to demonstrate higher levels of discretionary behavior that contribute positively to

organizational effectiveness. Such findings align with the Social Exchange Theory (Blau, 1964), which posits that when employees feel valued and supported by their organization, they reciprocate through behaviors that go beyond their formal job requirements. In the context of the tourism industry, this often translates into acts of helping colleagues, showing initiative, maintaining discipline, and promoting a positive image of their workplace to visitors.

The high level of employee engagement observed in this study can be attributed to several contextual factors. The tourism sector in Lau Gumba relies heavily on interpersonal interaction, customer satisfaction, and teamwork. Employees who perceive their roles as meaningful and directly connected to community development tend to feel a stronger emotional bond with their organization. This sense of purpose and belonging enhances their psychological investment in work, which in turn encourages them to engage in OCBs such as assisting coworkers, volunteering for additional tasks, and fostering hospitality toward tourists.

Moreover, the cultural characteristics of Lau Gumba, rooted in collectivism and mutual cooperation (*gotong royong*), may amplify the relationship between engagement and OCB. In collectivist cultures, employees often define their identity through social connections and group harmony, leading to a greater sense of responsibility for the collective success of the organization. Thus, beyond individual motivation, the social environment in Lau Gumba promotes shared values of helping behavior, community support, and solidarity among employees. This social dynamic strengthens the link between engagement and OCB, suggesting that cultural factors play an essential mediating role in shaping workplace behavior.

The regression analysis further demonstrates that employee engagement explains approximately 46.5% of the variance in OCB, highlighting its significant contribution to fostering positive organizational outcomes. However, the remaining unexplained variance suggests that other factors, such as leadership style, job satisfaction, organizational commitment, and perceived organizational support also influence OCB. Prior studies, including those by Karatepe (2013) and Kim et al. (2017), similarly emphasize the importance of transformational leadership and supportive work environments in sustaining engagement and encouraging extra-role behavior. These findings imply that while engagement is a critical driver, it operates within a broader organizational ecosystem shaped by managerial practices and workplace culture.

Practically, the results underscore the importance of human resource management strategies that prioritize employee engagement as a pathway to improved performance and service quality. Tourism managers and business owners in Lau Gumba should cultivate engagement by fostering open communication, recognizing employee achievements, offering opportunities for career development, and ensuring a supportive work climate. Such initiatives can enhance employees' sense of belonging and motivation, leading to stronger commitment and more consistent exhibition of OCB.

Conclusion

This study examined the dynamics of the relationship between employee engagement and organizational citizenship behavior (OCB) among tourism employees in Lau Gumba, Berastagi District. The results demonstrated a strong and significant positive relationship between employee engagement and OCB, indicating that employees who are more engaged in their work tend to exhibit higher levels of voluntary, altruistic behavior that benefits their organization and colleagues.

The findings reveal that employee engagement accounts for 46.5% of the variance in OCB, confirming its substantial influence on the overall quality of workplace behavior. Engaged employees in the Lau Gumba tourism sector display enthusiasm, dedication, and willingness to contribute beyond their formal job descriptions, behaviors that are essential in a service-oriented industry. This suggests that engagement is not only a psychological attachment

to one's work but also a social expression of loyalty and collective responsibility, especially within the cultural context of mutual cooperation (gotong royong) that characterizes the local community.

Furthermore, the study supports the premise of Social Exchange Theory, where employees reciprocate positive treatment from their organization with extra-role behaviors. It also aligns with the Job Demands–Resources (JD-R) model, emphasizing that adequate resources such as support, recognition, and development opportunities foster engagement, which in turn promotes OCB. Therefore, organizations in the tourism industry should view employee engagement as a strategic factor that drives service quality, teamwork, and organizational success.

References

- [1] Agarwal, U. A. (2014). Linking justice, trust and innovative work behavior to work engagement. *Personnel Review*, 43(1), 41–73. <https://doi.org/10.1108/PR-02-2012-0019>.
- [2] Avolio, B. J., & Bass, B. M. (2004). *Multifactor Leadership Questionnaire: Third Edition Manual and Sampler Set*. Mind Garden.
- [3] Bakker, A. B., & Demerouti, E. (2007). The Job Demands–Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- [4] Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209–223. <https://doi.org/10.1108/13620430810870476>.
- [5] Blau, P. M. (1964). *Exchange and Power in Social Life*. John Wiley & Sons.
- [6] Dwilita, H., Sari, P. B., & Aulia, Y. (2024). Analisis Dampak Sosial Ekonomi BUMDes MOZAIK di Desa Pematang Serai, Kabupaten Langkat. *JURNAL AKUNTANSI AUDIT DAN PERPAJAKAN INDONESIA (JAAPI)*, 5(2), 614-625.
- [7] Isa Indrawan, M., Alamsyah, B., Fatmawati, I., Shindi Indira, S., Nita, S., Siregar, M., & Sastra Pengalaman Tarigan, A. (2019, March). UNPAB Lecturer Assessment and Performance Model based on Indonesia Science and Technology Index. In *Journal of Physics Conference Series* (Vol. 1175, No. 1, p. 012268).
- [8] Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132–140. <https://doi.org/10.1016/j.ijhm.2012.05.003>.
- [9] Kim, W., Kolb, J. A., & Kim, T. (2017). The relationship between work engagement and organizational citizenship behavior: The moderating role of perceived organizational support. *International Journal of Human Resource Management*, 28(2), 1–24. <https://doi.org/10.1080/09585192.2016.1244096/>.
- [10] Organ, D. W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books.
- [11] Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513–563. <https://doi.org/10.1177/014920630002600307>.
- [12] Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617–635. <https://doi.org/10.5465/amj.2010.51468988>.
- [13] Rizky, M. C., & Ardian, N. (2019). Enhance employee performance for increase work motivation on Universitas Pembangunan Panca Budi Medan.
- [14] Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>

- [15]Sebayang, S., Nuzuliati, N., & Wahyuni, S. (2021). Edukasi Kepada Perangkat Desa Tentang Motivasi Kerja Kepemimpinan dan Budaya Organisasi. *Jurnal Pemberdayaan Sosial dan Teknologi Masyarakat*, 1(1), 51-58.
- [16]Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315. <https://doi.org/10.1002/job.248>.
- [17]Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89–110. <https://doi.org/10.1177/1534484309353560>.
- [18]Wakhyuni, E., & Dalimunthe, A. A. (2020). Pengaruh Etika Kerja, Pengalaman Kerja, Dan Budaya Kerja Terhadap Prestasi Kerja Pegawai Badan Kesatuan Bangsa, Politik Dan Perlindungan Masyarakat Kabupaten Karo. *JUMANT*, 12(2), 14-29.