

***The Influence of Organizational Culture and Emotional Intelligence on
Organizational Citizenship Behavior (OCB) through Employee Engagement as
A Mediating Variable among Employees of PT XYZ***

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ABSTRACT

This study aims to analyze the influence of organizational culture and emotional intelligence on organizational citizenship behavior (OCB) with employee engagement as a mediating variable among employees of PT XYZ. The phenomenon of low employee engagement, which remains a global issue, along with increasing work demands in the digital era, highlights the need for organizations to strengthen factors that encourage extra-role behavior. This research employs a quantitative approach using a survey method involving 119 employees of PT XYZ. The data analysis technique used is structural equation modeling (SEM) based on SmartPLS 4.0. The results show that organizational culture, emotional intelligence, and employee engagement have a significant positive effect on OCB. However, organizational culture does not have a significant effect on employee engagement, and thus does not mediate the relationship between organizational culture and OCB. Conversely, emotional intelligence has a significant positive effect on employee engagement, and this variable is proven to partially mediate the influence of emotional intelligence on OCB. These findings indicate that strengthening emotional intelligence is more effective in enhancing employee engagement and extra-role behavior compared to an organizational culture that has not been fully internalized.

Keywords: *Organizational Culture, Emotional Intelligence, Organizational Citizenship Behavior, Employee Engagement*

**Pengaruh Budaya Organisasi dan Kecerdasan Emosional terhadap
Organizational Citizenship Behavior (OCB) melalui *Employee Engagement*
sebagai Variabel Mediasi pada Karyawan PT XYZ**

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh budaya organisasi dan kecerdasan emosional terhadap *organizational citizenship behavior* (OCB) dengan *employee engagement* sebagai variabel mediasi pada karyawan PT XYZ. Fenomena rendahnya keterlibatan karyawan yang masih menjadi isu global, serta meningkatnya tuntutan kerja pada era digital, menegaskan perlunya organisasi memperkuat faktor-faktor yang mendorong perilaku ekstra peran. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei terhadap 119 karyawan PT XYZ. Teknik analisis data yang digunakan adalah *structural equation modeling* (SEM) berbasis SmartPLS 4.0. Hasil penelitian menunjukkan bahwa budaya organisasi, kecerdasan emosional, dan *employee engagement* berpengaruh positif signifikan terhadap OCB. Namun, budaya organisasi tidak berpengaruh signifikan terhadap *employee engagement*, sehingga tidak memediasi pengaruh budaya organisasi terhadap OCB. Sebaliknya, kecerdasan emosional berpengaruh positif signifikan terhadap *employee engagement*, dan variabel ini terbukti memediasi sebagian pengaruh kecerdasan emosional terhadap OCB. Temuan ini mengindikasikan bahwa penguatan kecerdasan emosional lebih efektif dalam meningkatkan keterlibatan dan perilaku ekstra peran karyawan dibandingkan budaya organisasi yang belum sepenuhnya terinternalisasi.

Kata Kunci: Budaya Organisasi, Kecerdasan Emosional, *Organizational Citizenship Behavior*, *Employee Engagement*