

***The Effect of Work Engagement and Quality of Work Life on Organizational Citizenship Behavior with Organizational Culture as a Moderating Variable
(Case Study of Employees at XYZ Company)***

By Dora Shabrina

Abstract

This study aims to analyze the effect of Work Engagement and Quality of Work Life on Organizational Citizenship Behavior with Organizational Culture as a moderating variable. This study used a quantitative method with a sample of 65 employees at XYZ Company. The data analysis techniques used in this study were descriptive and inferential statistics. Data processing in this study used the SmartPLS 4.0 application using the Structural Equation Model (SEM) method based on Partial Least Squares (PLS). The results of this study indicate that (1) Work Engagement has a positive and significant effect on Organizational Citizenship Behavior, (2) Quality of Work Life has a positive and significant effect on Organizational Citizenship Behavior, (3) Organizational Culture has a significant moderating effect on the relationship between Work Engagement and Organizational Citizenship Behavior, but with a negative influence, and (4) Organizational Culture has a positive and significant effect in strengthening the relationship between Quality of Work Life and Organizational Citizenship Behavior.

Keywords: Organizational Citizenship Behavior, Work Engagement, Quality of Work Life, Organizational Culture.

**Pengaruh *Work Engagement* dan *Quality of Work Life* terhadap
Organizational Citizenship Behavior dengan Budaya Organisasi Sebagai
Variabel Moderasi (Studi Kasus pada pegawai perusahaan XYZ)**

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh *Work Engagement* dan *Quality of Work Life* terhadap *Organizational Citizenship Behavior* dengan Budaya Organisasi sebagai variabel moderasi. Penelitian ini menggunakan metode kuantitatif dengan jumlah sampel yang diteliti sebanyak 65 orang pegawai pada perusahaan XYZ. Adapun teknik analisis data yang digunakan dalam penelitian ini adalah dengan analisis statistik deskriptif dan inferensial. Pengolahan data pada penelitian ini menggunakan aplikasi SmartPLS 4.0 dengan metode *Structural Equation Model* (SEM) berbasis *Partial Least Square* (PLS). Hasil penelitian ini menunjukkan bahwa (1) *Work Engagement* berpengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior*, (2) *Quality of Work Life* berpengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior*, (3) Budaya Organisasi berpengaruh signifikan sebagai variabel moderasi pada hubungan *Work Engagement* terhadap *Organizational Citizenship Behavior*, namun dengan arah pengaruh negatif dan (4) Budaya Organisasi berpengaruh positif dan signifikan dalam memperkuat hubungan *Quality of Work Life* terhadap *Organizational Citizenship Behavior*.

Kata Kunci: *Organizational Citizenship Behavior*, *Work Engagement*, *Quality Of Work Life*, Budaya Organisasi