

**EMPLOYEE WELLBEING AS A MEDIATION VARIABLE IN
THE EFFECT OF EMPLOYEE ENGAGEMENT AND WORK-
LIFE BALANCE ON ORGANIZATIONAL CITIZENSHIP
BEHAVIOR OF PT XYZ EMPLOYEES**

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Abstract

This study aims to analyze the effect of Employee Engagement and Work-Life Balance on Organizational Citizenship Behaviour (OCB), with Employee Wellbeing as a mediating variable among employees of PT Multicom Persada Internasional. The research problem is based on preliminary survey findings indicating limited extra-role behaviour and several issues related to work engagement, work-life balance, and employee wellbeing. This study employed a quantitative survey approach using a Likert-scale questionnaire. The population consisted of 150 employees, while 109 respondents were selected using the Slovin formula with a 5% margin of error and simple random sampling. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings show that Employee Engagement and Work-Life Balance do not have a significant direct effect on OCB. However, Employee Wellbeing has a positive and significant effect on OCB. Employee Engagement and Work-Life Balance also have positive and significant effects on Employee Wellbeing. Furthermore, Employee Wellbeing fully mediates the relationship between Employee Engagement and OCB, as well as the relationship between Work-Life Balance and OCB. These findings indicate that improving OCB requires not only strengthening work engagement and work-life balance, but also enhancing employee wellbeing as the key mechanism that encourages extra-role behaviour.

Keywords: *Employee Engagement, Employee Wellbeing, Organizational Citizenship Behaviour, Work-Life Balance.*

**EMPLOYEE WELLBEING SEBAGAI VARIABEL MEDIASI PADA
PENGARUH *EMPLOYEE ENGAGEMENT* DAN *WORK-LIFE BALANCE*
TERHADAP *ORGANIZATIONAL CITIZENSHIP BEHAVIOUR* PADA
KARYAWAN PT XYZ**

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh *Employee Engagement* dan *Work-Life Balance* terhadap *Organizational Citizenship Behaviour* (OCB) dengan *Employee Wellbeing* sebagai variabel mediasi pada karyawan PT Multicom Persada Internasional. Permasalahan penelitian berangkat dari rendahnya perilaku ekstra peran pada hasil pra-survei serta adanya indikasi keterikatan kerja, keseimbangan kehidupan kerja, dan kesejahteraan karyawan yang belum optimal. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei melalui kuesioner berskala *Likert*. Populasi penelitian berjumlah 150 karyawan dan sampel sebanyak 109 responden ditentukan menggunakan rumus Slovin dengan tingkat kesalahan 5% serta teknik *simple random sampling*. Data dianalisis menggunakan *Structural Equation Modeling* berbasis *Partial Least Square* (SEM-PLS). Hasil penelitian menunjukkan bahwa *Employee Engagement* dan *Work-Life Balance* tidak berpengaruh langsung secara signifikan terhadap OCB. Sebaliknya, *Employee Wellbeing* berpengaruh positif dan signifikan terhadap OCB. *Employee Engagement* dan *Work-Life Balance* juga berpengaruh positif dan signifikan terhadap *Employee Wellbeing*. Selain itu, *Employee Wellbeing* terbukti memediasi secara penuh pengaruh *Employee Engagement* dan *Work-Life Balance* terhadap OCB. Temuan ini menegaskan bahwa peningkatan OCB tidak cukup hanya dilakukan melalui keterikatan kerja dan keseimbangan kehidupan kerja, tetapi perlu diarahkan pada penguatan kesejahteraan karyawan.

Kata Kunci : *Employee Engagement, Employee Wellbeing, Organizational Citizenship Behaviour, Work-Life Balance.*