



The Role of Work Engagement in Mediating Affective Commitment and Leadership Behavior on OCB at PT Askrindo

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Abstract

Background: This study is motivated by 1) the limited implementation of harmony and loyalty as part of the *AKHLAK* values and 2) the decline in extra-role behavior among millennial employees at PT Askrindo.

Objective: This research investigates the relationships between Affective Commitment (AC) and Leadership Behavior (LB) and Organizational Citizenship Behavior (OCB), as mediated by Work Engagement (WE), among millennial employees.

Methods: Using a saturated sampling method, 180 millennial employees were selected through a quantitative explanatory research design. Data were collected using Likert-scale questionnaires and analyzed using SEM-PLS through SmartPLS.

Results: The results indicated that AC was not significantly related to OCB ($T = 1.243$, $p = 0.214$) but was positively associated with WE ($T = 3.817$, $p = 0.000$). On the other hand, LB had a significant positive effect on OCB ($T = 4.102$, $p = 0.000$) and WE ($T = 5.231$, $p = 0.000$). Moreover, WE also had a positive effect on OCB ($T = 3.654$, $p = 0.000$). Bootstrapping analysis repeated with 5,000 samples confirmed that WE completely mediated the AC-OCB relationship (indirect effect = 0.134, $T = 2.895$, $p = 0.004$) and partially mediated the LB-OCB relationship (indirect effect = 0.202, $T = 3.711$, $p = 0.000$).

Conclusion: The direct effect of affective commitment on employee OCB can be enhanced through work engagement and leadership behavior as mediating variables. This research also contributes significantly to the fields of Social Exchange Theory and Job Demands-Resources Theory by providing empirical evidence concerning employees, particularly millennials working in state-owned enterprises.

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INTRODUCTION

Every department head in a company is responsible for guiding their staff to achieve organizational goals through performance. Therefore, company leaders encourage teamwork by facilitating dialogue and cooperation between employees and supervisors throughout the implementation process (Sudiwedani & Darma, 2020). Trust, support, transparency in communication, guidance, attention, and honesty are built horizontally (from superiors to subordinates) and vertically (from subordinates to colleagues) by organizational members through interaction. As a result of these various interactions, organizational communication develops in line with the organization's goals, vision, and mission.

Research on organizational commitment has garnered significant attention in the business world because of its potential to shape employee behavior and inspire employees to give their best at work (Christa et al., 2020). Morrow (2018) states that a committed attitude goes beyond mere loyalty to the company and requires active interaction between the two parties

involved, with the aim of inspiring employees to sacrifice more for the greater good of the business (Tjahjono et al., 2018).

The insurance and guarantee operations of PT Asuransi Kredit Indonesia, also known as PT Askrindo, are an integral part of the economic growth of the Republic of Indonesia (RI). The equitable distribution of development outcomes in terms of business opportunities, public income, and support for job creation has been one of the primary objectives of REPELITA I, which was designed and established by the government in 1969. To achieve this objective, the government implemented several measures, such as strengthening the financial aspects of businesses to help SMEs grow.

According to PT Askrindo's projections, the next five years will be crucial for the company's success; however, many factors must be considered, such as increasing global uncertainty, difficulties in capitalizing on local economic developments, and regulatory changes. Therefore, in such a scenario, it is vital to secure support from the company's most critical resource it's employees so they can contribute more effectively. Consequently, the full and sustained commitment of employees is essential. PT Askrindo upholds the core values of AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif; translated as Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative), which have been instilled in all employees. However, according to a survey conducted by ACT Consulting International at PT Askrindo between September 2020 and August 2021, the implementation of AKHLAK at PT Askrindo remains in the "fair to low" range, particularly regarding the implementation of the "harmonious" and "loyal" values. The values of harmony and loyalty include several aspects, such as caring behavior, positive attitudes, tolerance, dedication, and maintaining the organization's reputation. An OCB theory-driven approach was employed based on the data above. As defined by Claudia (2018), OCB occurs when employees voluntarily donate their time, energy, or resources to help the company and their colleagues beyond their formal job responsibilities or direct instructions.

Recent evidence suggests that issues pertaining to OCB, AC, and WE may become increasingly important in the context of employees belonging to the millennial generation, as they currently constitute a substantial majority across many organizational workforces. Studies conducted by Chen et al. (2022), concluded that work engagement is an important mediating variable through which commitment and leadership influence OCB in the service sector. This demonstrates that leadership systems and work environments must be designed to foster emotional commitment among employees, thereby channeling their psychological energy toward prosocial behaviors consistent with organizational goals.

Alshaabani et al. (2021), in their study on Leadership Behavior, Affective Commitment, and Work Engagement toward OCB (Organizational Citizenship Behavior), established that "Affective Commitment, Leadership Behavior, and Work Engagement have a substantial impact on OCB." Work engagement was found to have a greater effect than affective commitment, indicating that existing organizational support for employees is still insufficient to make employees fully engaged with their organizations to the point of becoming emotionally committed and willing to remain with the organization. However, Fazriyah et al. (2019) found that "Affective Commitment does not have an impact on OCB."

SET differs from other theories because it explains that the relationship between individuals and organizations is reciprocal. Employees increase their work engagement and demonstrate extra-role behavior when they feel emotionally supported, treated fairly by the organization, and recognized. Specifically, within this framework, Affective Commitment reflects employees' emotional attachment to the organization and may create a moral obligation to reciprocate through increased contributions (Jufrizen et al., 2023; Lee et al., 2018).

In addition, the JD-R Theory can shed light on the relationship between AC and WE because there are two kinds of resources: organizational resources and individual resources, both of which may influence motivation and engagement at work. In this regard, affective commitment represents a form of personal resource because it instills positive energy, builds a sense of belonging among employees, and stimulates intrinsic motivation to become actively involved in their work. Research has shown that when employees become emotionally attached to the organization, they tend to be more energetic, engaged, and focused (Schaufeli & Bakker, 2010).

The empirical evidence shows that the decline in OCB is due to three converging realities

among PT Askrindo employees: a lack of affective commitment toward the AKHLAK cultural framework, weak leadership that fails to inspire and serve as a role model, and insufficient work engagement, which prevents emotional commitment from being transformed into discretionary effort. While previous literature has examined AC, LB, and WE separately, to date, no studies have simultaneously investigated these three constructs specifically among millennial employees in Indonesian state-owned enterprises (SOEs). This research is novel because it identifies Work Engagement as a mediating variable between Affective Commitment and OCB on the one hand, and Leadership Behavior and OCB on the other hand, within the context of millennial employees in Indonesian SOEs (BUMN). Thus, this study fills an important gap in the literature on Social Exchange Theory, Organizational Citizenship Behavior (OCB), Job Demands–Resources (JD-R) Theory, and public-sector organizations seeking cultural transformation.

METHOD

The research method used in this study was explanatory quantitative research because all variables (Affective Commitment, Leadership Behavior, Work Engagement, and OCB) had theoretical constructs with indicators that could be measured using standardized instruments. This approach was chosen to investigate the influence of affective commitment and leadership behavior on OCB through work engagement as a mediating variable, in order to explain the procedural framework of the relationships based on JD-R Theory. Quantitative methods were strongly supported by methodological approaches, particularly inferential statistical analysis, which enabled the findings to be scientifically tested and fulfilled empirical validity through a systematic investigation of the research questions.

The population in this study consisted of employees in the Customer Relations & Administration Division at PT Askrindo, totaling 200 employees. Moreover, according to Hair et al. (2021), the minimum sample size for PLS-SEM is determined based on the number of indicators in the measurement model, which, as a rule of thumb, should be at least five times the number of indicators. Therefore, because this research included 36 indicators, the recommended sample size was $5 \times 36 = 180$ respondents. The 5× rule was applied to ensure adequate reliability and validity in the structural model estimation.

As a means of primary data collection, this study conducted a survey among millennial employees at PT Askrindo. Secondary data were obtained from company records and scientific publications. The researcher used a Likert scale for the response options in the questionnaire dataset. According to Sugiyono (2019), researchers have widely used the Likert scale to measure individuals' attitudes toward specific social issues. The Likert scale consisted of five response categories (Sekaran & Bougie, 2016).

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. PLS-SEM was selected because of its suitability for reflective measurement models, non-normal data, and relatively small-to-medium sample sizes (Hair et al., 2021). Model evaluation encompassed: (1) outer model assessment, which examined convergent validity (outer loadings > 0.70, AVE > 0.50), discriminant validity (HTMT criterion < 0.85 and the Fornell–Larcker criterion), and composite reliability (> 0.70); and (2) inner model assessment, which examined path coefficients, R^2 , Q^2 , and hypothesis testing through bootstrapping with 5,000 resamplings.

The mediating effect was assessed using the Specific Indirect Effect procedure within PLS-SEM, which enabled the simultaneous evaluation of both direct and indirect relationships (Hair et al., 2021). The operational definitions of the key variables were as follows: (1) Affective Commitment (AC) referred to employees' emotional attachment to and identification with the organization (Meyer & Allen, 1991); (2) Leadership Behavior (LB) encompassed directive, supportive, participative, and transformational behaviors demonstrated by supervisors (Yukl et al., 2013); (3) Work Engagement (WE) was defined as a positive, fulfilling, work-related state characterized by vigor, dedication, and absorption (Schaufeli et al., 2002); and (4) Organizational Citizenship Behavior (OCB) referred to voluntary, extra-role behavior that supported organizational effectiveness. The hypotheses tested in this study were as follows: H1: AC had a significant positive effect on OCB; H2: LB had a significant positive effect on OCB; H3: AC had a significant positive effect on WE; H4: LB had a significant positive effect on WE; H5: WE had a significant positive effect on OCB; H6: WE mediated the effect of AC on OCB; and H7: WE mediated

the effect of LB on OCB.

RESULTS AND DISCUSSION

Results

Validity Test

All variables AC (X1), LB (X2), WE (M), and OCD (Y) have correlation coefficients between item scores and total scores greater than 0.30. This indicates that all items in the research instruments possess good validity.

Table 1. Summary of Research Instrument Validity Test Results

Variable	Item	Correlation Value (r)	r Table (N = 30; α = 5%)	Description
Affective Commitment (X1)	X1.1	0.970	0.361	Valid
	X1.2	0.907	0.361	Valid
	X1.3	0.898	0.361	Valid
	X1.4	0.909	0.361	Valid
	X1.5	0.880	0.361	Valid
	X1.6	0.948	0.361	Valid
Leadership Behavior (X2)	X2.1	0.893	0.361	Valid
	X2.2	0.893	0.361	Valid
	X2.3	0.859	0.361	Valid
	X2.4	0.776	0.361	Valid
	X2.5	0.966	0.361	Valid
	X2.6	0.825	0.361	Valid
	X2.7	0.826	0.361	Valid
	X2.8	0.902	0.361	Valid
	X2.9	0.923	0.361	Valid
	X2.10	0.912	0.361	Valid
	X2.11	0.918	0.361	Valid
	X2.12	0.922	0.361	Valid
Work Engagement (M)	Z1	0.862	0.361	Valid
	Z2	0.916	0.361	Valid
	Z3	0.881	0.361	Valid
	Z4	0.845	0.361	Valid
	Z5	0.756	0.361	Valid
	Z6	0.885	0.361	Valid
	Z7	0.872	0.361	Valid
	Z8	0.871	0.361	Valid
	Z9	0.919	0.361	Valid
	Z10	0.917	0.361	Valid
	Z11	0.931	0.361	Valid
	Z12	0.895	0.361	Valid
	Z13	0.824	0.361	Valid
	Z14	0.880	0.361	Valid
Organizational Citizenship Behavior (Y)	Y1	0.966	0.361	Valid
	Y2	0.957	0.361	Valid
	Y3	0.950	0.361	Valid
	Y4	0.958	0.361	Valid
	Y5	0.893	0.361	Valid
	Y6	0.783	0.361	Valid
	Y7	0.971	0.361	Valid

Variable	Item	Correlation Value (r)	r Table (N = 30; $\alpha = 5\%$)	Description
	Y8	0.868	0.361	Valid
	Y9	0.966	0.361	Valid
	Y10	0.956	0.361	Valid
	Y11	0.907	0.361	Valid
	Y12	0.910	0.361	Valid
	Y13	0.856	0.361	Valid
	Y14	0.951	0.361	Valid
	Y15	0.927	0.361	Valid

Reliability Test

In Table 2, it is evident that the values namely X1, X2, M, and Y—are greater than 0.60. Thus, all instruments used in this study have a good level of reliability and are therefore suitable for use as data collection tools in the research.

Table 2. Summary of Research Instrument Reliability Test Results

Variable	Cronbach's Alpha	Description
Affective Commitment (X1)	0.962	Reliable
Leadership Behavior (X2)	0.972	Reliable
Work Engagement (M)	0.975	Reliable
Organizational Citizenship Behavior (Y)	0.987	Reliable

Table 2 indicates that all values exceed 0.60, confirming acceptable internal consistency. The Affective Commitment variable (X1) has a value of 0.962, the Leadership Behavior (LB) variable (X2) has a value of 0.972, the Work Engagement (WE) variable (M) has a value of 0.975, and the Organizational Citizenship Behavior (OCB) variable (Y) has a value of 0.987. These results suggest that all measurement instruments demonstrate a high degree of reliability. Therefore, it can be concluded that each variable in this study satisfies the reliability requirements, indicating that the instruments are dependable and appropriate for use in collecting research data.

Outer Model Testing

1. Convergent Validity

The outer loadings representing the correlations between indicators and their respective latent variables satisfy the convergent validity requirements, as all factor loadings exceed the 0.70 threshold. The Average Variance Extracted (AVE) values for all constructs also exceed the minimum threshold of 0.50 (AC=0.706; LB=0.656; WE=0.677; OCB=0.707), confirming adequate convergent validity. Composite Reliability (CR) and Cronbach's alpha values (Table 5) also exceed 0.70 for all constructs, confirming internal consistency reliability. Variance Inflation Factor (VIF) values were assessed to detect multicollinearity; all VIF values were below 3.3, indicating no multicollinearity concerns (Hair et al., 2021).

Table 3. Convergent Validity of Research Variables

Variable	Question	Outer Loading	Description
Affective Commitment (X1)	I feel that I share the same values as the organization where I work	0.869	Valid
	I feel that the work I do has deep meaning for me	0.852	Valid
	I feel a strong sense of belonging to the organization	0.853	Valid
	I feel proud to be part of this organization	0.843	Valid
	I have a desire to continue working and contributing to this organization in the long term	0.817	Valid
	I am willing to discuss and offer my opinion to	0.802	Valid

Variable	Question	Outer Loading	Description
Leadership Behavior (X2)	support organizational decision-making		
	My supervisor clearly explains job responsibilities and role boundaries to subordinates	0.760	Valid
	My supervisor monitors the performance of tasks and the work results of subordinates	0.834	Valid
	My supervisor develops short-term work plans to achieve organizational goals	0.849	Valid
	My supervisor develops and improves work procedures	0.784	Valid
	My supervisor provides support and attention to subordinates' needs at work	0.857	Valid
	My supervisor consults with subordinates during the decision-making process	0.731	Valid
	My supervisor provides praise and positive feedback on subordinates' performance	0.845	Valid
	My supervisor delegates tasks and empowers subordinates in their work	0.814	Valid
	My supervisor is able to establish a vision for organizational change	0.821	Valid
	My supervisor encourages creative and innovative thinking in the workplace	0.745	Valid
	My supervisor is willing to take personal risks for the success of organizational change	0.782	Valid
	My supervisor monitors developments in the external environment to adjust the organization's strategy	0.878	Valid
Work Engagement (M)	I always put my best effort into completing my work	0.803	Valid
	I am highly persistent in my work	0.826	Valid
	I am able to persevere and continue to perform well even when facing work pressure	0.826	Valid
	I feel enthusiastic when working	0.806	Valid
	I feel enthusiastic about the work I do	0.718	Valid
	I feel proud of my work	0.864	Valid
	I feel inspired when doing my job	0.819	Valid
	I always want to contribute my best to the organization	0.845	Valid
	I find my work challenging	0.847	Valid
	I fully enjoy the work I do	0.839	Valid
	I find it difficult to disconnect from my work	0.876	Valid
	I work with great dedication to complete my tasks	0.832	Valid
	I feel happy while working	0.789	Valid
I am able to fully focus when doing my work	0.823	Valid	
Organizational Citizenship Behavior (Y)	I am willing to take over a coworker's duties when they are unable to attend	0.862	Valid
	I'm always happy to help my coworkers	0.859	Valid
	I am reluctant to train new coworkers	0.822	Valid
	I always finish my work completely and don't procrastinate	0.872	Valid
	I am willing to take on urgent work	0.852	Valid

Variable	Question	Outer Loading	Description
	I leave early	0.713	Valid
	I feel comfortable with my coworkers	0.875	Valid
	I get annoyed when my boss asks me to do work outside my responsibilities	0.724	Valid
	I never complain about what the company lacks	0.864	Valid
	I avoid arguments with colleagues and supervisors	0.880	Valid
	I am careful in my behavior to avoid hurting others' feelings	0.869	Valid
	I respect my colleagues and superiors	0.866	Valid
	I always attend company events	0.855	Valid
	I care about the organization's survival	0.861	Valid
	I monitor developments and the latest news within the organization	0.824	Valid

Source: Processed data, 2026

The X1 construct shows values above 0.70, with the lowest loading recorded at 0.802. The indicator with the statement “I feel I share common values with the organization where I work” has the highest value, at 0.869, making it the strongest indicator in representing the Affective Commitment variable. Thus, all indicators under the AC variable are deemed valid for measuring the construct under study.

For the Leadership Behavior variable (X2), all indicators also have outer loadings above 0.70, with the lowest value being 0.731. The indicator with the statement “My supervisor monitors external environmental developments to adjust organizational strategies” has the highest outer loading, at 0.878, making it the strongest indicator in explaining the Leadership Behavior variable.

For the Work Engagement (M) variable, all indicators also showed outer loadings above 0.70, with the lowest value being 0.718. The indicator with the statement “I find it difficult to detach myself from my work” has the highest outer loading, at 0.876, making it the strongest indicator in representing Work Engagement (WE). Thus, all indicators in the Work Engagement variable are deemed valid for measuring the construct under study.

Furthermore, the OCB (Y) variable also has values above 0.70, with the lowest value being 0.713. The indicator with the statement “I avoid arguments with colleagues and superiors” has the highest outer loading value, at 0.880, making it the most dominant indicator in representing Organizational Citizenship Behavior (OCB).

2. Discriminant Validity

Table 4 shows that the RMSEA values for each construct—namely, Affective Commitment (X1), Leadership Behavior (X2), Y, and M—are higher than the correlation coefficients among the constructs. These results demonstrate that each latent variable is clearly differentiated from the others, indicating an adequate level of discriminant validity within the research model.

Table 4. Discriminant Validity of Research Variables (Fornell-Larcker Criterion)

Variable	Affective Commitment (X1)	Leadership Behavior (X2)	Organizational Citizenship Behavior (Y)	Work Engagement (M)
Affective Commitment (X1)	0.840			
Leadership Behavior (X2)	0.493	0.810		
Organizational Citizenship Behavior (Y)	0.514	0.740	0.841	
Work Engagement (M)	0.463	0.533	0.768	0.823

These results confirm that the constructs used in the study are capable of accurately explaining their respective measured variables, with no evidence of construct overlap within the research model.

3. Composite Reliability

Table 5 shows that all variables in the study demonstrate strong reliability because both Cronbach's Alpha and Composite Reliability have exceeded the minimum standard. The constructs X1, X2, Y, and M all have good reliability values; therefore, it can be said that all constructs in this study are reliable and can be trusted.

Table 5. Composite Reliability of Research Variables

Variable	Cronbach's Alpha	Composite Reliability	Description
Affective Commitment (X1)	0.917	0.935	Reliable
Leadership Behavior (X2)	0.952	0.958	Reliable
Organizational Citizenship Behavior (Y)	0.970	0.973	Reliable
Work Engagement (M)	0.963	0.967	Reliable

These values indicate that all research variables have met the criteria for composite reliability, as they exceed the recommended minimum threshold value of 0.70.

Structural Model Testing (Inner Model)

Model assessment using the PLS method begins by examining the R-square (R^2) values for each endogenous latent variable. 6.

Table 6. R-Square Values

Variable	R-Square	Adjusted R-Square
Organizational Citizenship Behavior (Y)	0.745	0.740
Work Engagement (M)	0.337	0.329

Table 6 shows that the model examining the effect on OCB (Y) produces an R value of 0.745 and an R-square value of 0.740. This indicates that 74.0% of the variation in the OCB (Y) variable can be explained by the independent variables in the research model, namely Affective Commitment (AC), Leadership Behavior (LB), and Work Engagement (WE) as the mediating variable. The remaining 26.0% is explained by other variables outside the research model that were not analyzed in this study.

Furthermore, for the Work Engagement (M) variable, an R-square value of 0.337 and an adjusted R-square value of 0.329 were obtained. These results indicate that 33.7% of the variance in the WE variable is explained by the model, namely Affective Commitment (AC) and Leadership Behavior (LB). Meanwhile, the remaining 66.3% is attributable to other factors that were not included in the analysis.

In addition to examining the R-square value, structural model evaluation can also be conducted by calculating the Q-square (Q^2) value to assess the model's predictive ability (predictive relevance).

The Q-square (Q^2) value in this study was calculated using the following formula:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0.745)(1 - 0.337)$$

$$Q^2 = 1 - (0.255)(0.663)$$

$$Q^2 = 1 - 0.169$$

$$Q^2 = 0.831$$

Based on these calculations, a Q^2 value of 0.831, or approximately 83.1%, was obtained. The Q-square value falls within the range $0 < Q^2 < 1$ where values closer to 1 indicate that the model has stronger predictive ability. Therefore, a Q^2 value of 0.831 reflects strong predictive

relevance of the research model. This suggests that 83.1% of the variance in Y can be explained by X1, X2, and M, while the remaining 16.9% is influenced by other variables outside the model.

Hypothesis Testing

1. Direct Effect Testing

The results of the empirical model estimation obtained through PLS analysis are shown in Figure 1, which illustrates the structural relationships among variables in the research model.

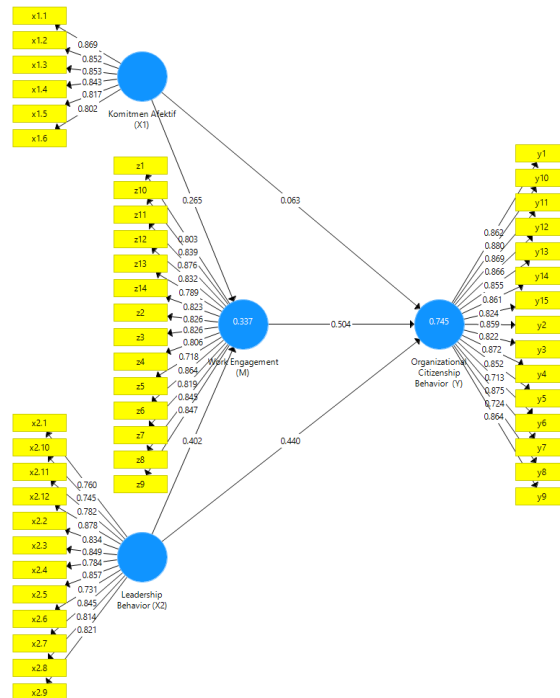


Figure 1. Empirical Research Model

Table 7. Results of Direct Effect Testing

Variable Relationship	Original Sample (O)	Sample Mean (M)	Std. Deviation (STDEV)	T-Statistic	P-Value
Affective Commitment (X1) → Organizational Citizenship Behavior (Y)	0.063	0.062	0.051	1.235	0.217
Affective Commitment (X1) → Work Engagement (M)	0.265	0.269	0.078	3.405	0.001
Leadership Behavior (X2) → Organizational Citizenship Behavior (Y)	0.440	0.438	0.074	5.916	0.000
Leadership Behavior (X2) → Work Engagement (M)	0.402	0.403	0.088	4.578	0.000
Work Engagement (M) → Organizational Citizenship Behavior (Y)	0.504	0.505	0.070	7.180	0.000

Table 7 shows that the hypothesis testing results reveal that AC does not have a significant direct effect on OCB ($T = 1.235, p = 0.217 > 0.05$), leading to the rejection of H1. However, AC has a significant positive effect on WE ($T = 3.405, p = 0.001$), supporting H3. LB demonstrates a significant positive effect on both OCB ($T = 5.916, p = 0.000$) and WE ($T = 4.578, p = 0.000$), thereby supporting H2 and H4, respectively. WE also shows a significant positive effect on OCB ($T = 7.180, p = 0.000$), supporting H5.

2. Testing for Indirect Effects

The indirect effect test was conducted using the bootstrapping method in PLS analysis. An indirect effect is considered significant with the values 1.96 and 0.05.

Table 8. Results of the Indirect Effect Test

Variable Relationship	Original Sample (O)	Sample Mean (M)	Std. Deviation (STDEV)	T-Statistic	P-Value
Affective Commitment (X1) → Work Engagement (M) → Organizational Citizenship Behavior (Y)	0.134	0.137	0.046	2.895	0.004
Leadership Behavior (X2) → Work Engagement (M) → Organizational Citizenship Behavior (Y)	0.202	0.204	0.055	3.711	0.000

Table 8 presents the results of the indirect effect analysis. The indirect relationship between X1 and Y through M shows an original sample value of 0.134, with a T-statistic of 2.895 and a p-value of 0.004, indicating a positive and statistically significant effect. Similarly, the indirect effect of X2 on Y via M yields an original sample value of 0.202, with a T-statistic of 3.711 and a p-value of 0.000. This result also confirms a positive and significant indirect effect. These findings suggest that WE plays a meaningful mediating role in strengthening the influence of both AC and LB on OCB. Thus, both hypotheses regarding the mediating role of WE are accepted.

Discussion

The Effect of Affective Commitment on Organizational Citizenship Behavior

The SEM-PLS analysis revealed that AC does not have a significant direct effect on OCB ($T = 1.235$, $p = 0.217$). These findings indicate that employees' emotional attachment to the organization does not directly drive the emergence of voluntary behavior beyond formal roles within the organization. This suggests that employees' emotional attachment to the organization does not necessarily directly drive the emergence of extra-role behavior. Podsakoff et al. explain that OCB is voluntary behavior that is often influenced by various contextual factors, such as leadership, organizational culture, and organizational support perceived by employees. Therefore, even if employees have emotional commitment to the organization, OCB does not always emerge automatically without the presence of other driving factors.

The findings of this study align with several recent empirical studies indicating that the effect of organizational commitment on OCB is not always direct. Research by Kantirahayu (2025) found that organizational commitment does not always significantly influence OCB in certain organizations because such behavior is more heavily influenced by work motivation and organizational support. Furthermore, research by Ayundra and Yuningsih (2025) also indicates that organizational commitment does not always exert a significant influence on Organizational Citizenship Behavior unless supported by other factors such as work motivation and employee participation in organizational decision-making. The results indicate that even though employees have an emotional attachment to the organization, Organizational Citizenship Behavior is more likely to emerge if that attachment first enhances employees' work engagement. This reinforces the finding that, in the context of modern organizations, employees' extra-role behavior is influenced not only by emotional commitment to the organization but also by other psychological factors, such as the level of WE and leadership support.

The Influence of Leadership Behavior on Organizational Citizenship Behavior

The analysis demonstrates that Leadership Behavior has a significant positive influence on OCB ($T = 5.916$, $p = 0.000$). These results confirm that effective leadership behavior significantly increases employees' propensity to engage in voluntary prosocial behaviors beyond their formal job requirements. A recent study by Sridadi et al. (2023) state that effective leadership can increase employees' OCB because leaders serve as a source of motivation and psychological support for employees within the organization. Moreover, the study conducted by Al-Hawary et al. (2023) found that supportive leadership behavior can amplify employees' voluntary behaviors aimed at advancing organizational success.

Additionally, empirical studies by Donkor & Zhou (2020) also revealed that leadership behaviors are able to enhance OCB by improving work motivation and fostering high-quality

leader-member exchanges. Leaders who can facilitate communication, acknowledge performance, and shape positive WE will encourage employees to demonstrate higher reciprocity toward the organization. The positive behavior of leaders contributes greatly to improving organizational citizenship behavior among employees. When leaders provide clear direction, offer assistance at work, and build healthy relationships with subordinates, employees are more likely to engage in discretionary behavior that helps the organization become more effective and successful.

The Influence of Leadership Behavior on Work Engagement

The findings indicate that LB has a highly favorable impact on Work Engagement ($T = 4.578$, $p = 0.000$). This finding substantiates the notion that more effective leadership behaviors on the part of supervisors lead to substantially higher levels of work engagement among their subordinates. These research findings are consistent with empirical studies demonstrating a positive effect of leadership behavior on WE. Bakker & Demerouti (2017) revealed that support from leaders is one of the key factors in enhancing employee work engagement. Moreover, Sridadi et al. (2023) state that effective leadership can increase employees' OCB because leaders serve as a source of motivation and psychological support for employees within the organization. Leaders who provide clear guidance and support employee development will foster a sense of responsibility and commitment among employees toward their work. These findings confirm that effective Leadership Behavior significantly enhances employee work engagement levels. Leaders who are able to provide work support, build effective communication, and foster positive working relationships with subordinates will encourage employees to be more enthusiastic, dedicated, and fully engaged in performing their duties.

The Influence of Work Engagement on Organizational Citizenship Behavior

SEM-PLS analysis confirms that Work Engagement has a significant positive effect on OCB ($T = 7.180$, $p = 0.000$). This finding indicates that the higher the level of employee work engagement, the greater the tendency for employees to exhibit voluntary behavior that goes beyond formal job requirements within the organization. These research findings align with those of various previous studies indicating that WE has a positive effect on OCB. Research conducted by Bakker & Demerouti (2017) explains that employees with high levels of work engagement tend to exhibit proactive behavior within the organization, including OCB. Employees who feel emotionally and psychologically engaged in their work are more motivated to provide additional contributions that support the organization's success. Furthermore, research by Kim & Park (2022) also indicates that work engagement significantly influences employees' OCB. Employees with high work engagement tend to exhibit cooperative attitudes, assist colleagues, and demonstrate concern for the organization's sustainability. When employees have high levels of WE, they are more motivated to contribute more to the organization—not only through the completion of formal tasks but also through voluntary behaviors that enhance overall organizational effectiveness.

The Influence of Affective Commitment on Work Engagement

The analysis shows a strongly positive effect of AC on Work Engagement ($T = 3.405$, $p = 0.001$). This implies that a stronger emotional bond between employees and the company correlates with higher levels of employee engagement in their work. Employees' emotional attachment to the organization helps increase the level of work engagement. When employees have a strong sense of emotional affiliation with the organization, they are more motivated to work harder and strive to add greater value to the organization.

These results are consistent with the positive relationship between organizational commitment and work engagement. Al-Hawary et al. (2023) conducted a study stating that organizational commitment positively influences employees' level of work engagement. Furthermore, an analysis by Saks (2022) found that employees with strong organizational commitment are often more likely to be engaged in their work because they feel obligated to contribute to the benefit of the organization. This study demonstrates the significance of AC in promoting work engagement among employees. Employees who form stronger emotional bonds with the organization are more engaged in their job responsibilities.

The Role of Work Engagement in Mediating the Influence of Affective Commitment on Organizational Citizenship Behavior

The results show that WE serves as a strong mediator in the relationship between AC and OCB (indirect effect = 0.134, $T = 2.895$, $p = 0.004$). This result indicates that employees' emotional bonds with the organization do not directly lead to OCB; rather, they first increase the level of work engagement, which subsequently encourages voluntary prosocial behaviors and organizational citizenship behaviors. The results of this research confirm that WE acts as a full mediator in the relationship between AC and OCB. This conclusion is supported by earlier results showing that the direct effect of Affective Commitment on OCB is not significant, while the indirect effect through Work Engagement is significant. Therefore, employees' emotional attachment to the organization contributes to the development of OCB only when it first enhances their level of work engagement.

Theoretically, affective commitment describes an individual's emotional attachment to an organization, causing employees to feel that they are part of the organization (Meyer & Allen, 1991). Employees with high emotional attachment to the organization tend to demonstrate strong loyalty and possess the motivation to contribute their best efforts to the organization. However, this emotional attachment does not always directly drive extra-role behavior in the absence of high work engagement. On the other hand, work engagement is a positive psychological state reflecting an individual's level of energy, dedication, and involvement in their work (Schaufeli et al., 2002). Employees who have high levels of WE usually demonstrate strong enthusiasm, genuine passion for their tasks, and deep involvement in their work activities. This condition encourages them to display positive behaviors that contribute to organizational effectiveness, including OCB.

Work engagement plays a crucial role in bridging the relationship between organizational commitment and employees' extra-role behaviors. Research conducted by Bakker & Demerouti (2017) indicates that employees with high work engagement tend to exhibit proactive behavior within the organization, including OCB. Additionally, research by Sridadi et al. (2023) state that effective leadership can increase employees' OCB because leaders serve as a source of motivation and psychological support for employees within the organization. The findings suggest that organizations can promote OCB by first strengthening employees' work engagement. As affective commitment increases and fosters higher levels of engagement, employees become more likely to display voluntary behaviors that contribute to overall organizational effectiveness.

The Role of Work Engagement in Mediating the Influence of Leadership Behavior on Organizational Citizenship Behavior

LB is positively related to OCB, whereas work engagement plays a significant but partial mediating role in the LB-OCB relationship (indirect effect = 0.202, $T = 3.711$, $p = 0.000$). This result shows that effective leadership behavior improves employees' OCB both directly and indirectly through increased work engagement. In the LB-OCB relationship, WE serves as a partial mediator because both the direct effect of LB on OCB and the indirect effect through WE are statistically significant. This is supported by previous findings showing that both the direct effect of Leadership Behavior on OCB and the indirect effect through Work Engagement are statistically significant. Hence, leaders' behaviors influence employees' OCB both directly and indirectly through employees' level of work engagement.

Theoretically, leadership behavior refers to the way leaders motivate, direct, and support subordinates in achieving organizational goals (Yukl et al., 2013). Effective leaders go beyond simply accomplishing tasks by building positive working relationships with their subordinates and creating a supportive work environment. When leaders provide clear direction, work support, and trust, employees are more willing to become actively engaged in their work. On the other hand, work engagement is a positive psychological state characterized by high levels of energy (vigor), dedication to work (dedication), and complete immersion in performing work (absorption) (Schaufeli et al., 2002).

Research by Al-Hawary et al. (2023) shows that supportive leadership increases employee work engagement, which in turn enhances OCB. Similarly, Bakker & Demerouti (2017) specify that leadership support is an important variable that can positively influence employees' work

engagement and proactive behavior within the organization. This research indicates that work engagement functions as a key psychological mechanism linking leadership behavior to organizational citizenship behavior. As leadership quality improves, employees develop higher work engagement, which in turn significantly increases the likelihood of OCB across the organization.

CONCLUSION

Based on the results of the study on affective commitment (AC), leadership behavior (LB), and work engagement (WE) toward organizational citizenship behavior (OCB) among employees of PT Askrindo Bali, it can be said that AC did not have a significant effect on OCB, although it still had a positive effect on WE. Meanwhile, LB showed a positive effect on both OCB and WE. In addition, WE itself had a positive effect on OCB. Furthermore, WE was found to positively and significantly mediate the influence of AC on OCB (full mediation) as well as the influence of LB on OCB (partial mediation), meaning that emotional commitment and effective leadership can indirectly enhance OCB through increased employee WE.

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AUTHOR CONTRIBUTION STATEMENT

Contributions Rinafi: conceptualization, research design, data collection and manuscript drafting. Gorda Accomplishment Theory Development, Data Analysis & Result Results Interpretation. Both authors contributed to revision of the manuscript, final approval of the described work and approval of the submitted version.

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