

The Effect of Organizational Factors on Organizational Citizenship Behavior

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ABSTRACT

The phenomenon of fierce competition in the construction business and high turnover requires companies to attract and retain quality talent. This study analyzes the influence of Employer Brand Experience, Perceived Manager Support, Organizational Identification, and Career Focus HR Practices on Organizational Citizenship Behavior, with the mediating role of Employee Engagement. This study involved 396 organic permanent employees of PT XYZ as respondents and used the Structural Equation Modelling (SEM) method. The results show that Employer Brand Experience and Employee Engagement have a positive effect on Organizational Citizenship Behavior. Employer Brand Experience, Perceived Manager Support and Organizational Identification, Career Focus HR Practice have a positive effect on Employee Engagement. Employee Engagement has been proven to be able to mediate the relationship between Employer Brand Experience, Perceived Manager Support and Organizational Identification to Organizational Citizenship Behavior. The implication emphasizes the importance of employee involvement as the key to improving employee OCB behavior.

KEYWORDS



Employer Brand Experience, Perceived Manager Support, Organizational Identification, Career Focus HR Practices, Employee Engagement, Organizational Citizenship Behavior

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INTRODUCTION

The phenomenon of increasingly fierce competition in the construction business has become a reality that cannot be ignored by companies in the current era (Foster & Kaplan, 2011). Companies from various sectors are facing unprecedented challenges in attracting and retaining quality talent, with employee turnover rates reaching record highs across many industries. Data from the Society for Human Resource Management (SHRM) shows that turnover costs can reach 50–200% of employees' annual salaries, indicating a significant financial impact of retention issues (Jadah, 2025). This challenge is further complicated by fundamental changes in the composition of the workforce, where *Generation Z* born between 1997 and 2012 began to dominate the job market (Racolța-Paina & Irini, 2021). These global conditions create urgency for organizations to develop a more comprehensive strategy in managing human resources, especially in creating a work environment that can encourage positive employee behavior that goes beyond their formal duties.

This generation has significantly different expectations and work behaviors than previous generations, such as *Generation X* and *Millennials* (Hamdi et al., 2022). *Generation Z* tends to have different values and priorities at work, is more concerned with work-life balance, prioritizes flexibility, and wants more frequent feedback and recognition from their boss (Racolța-Paina & Irini, 2021). In addition, *Generation Z* is also more familiar with technology and tends to want more efficient and digitally connected work processes (Tan & Quang, 2023). This poses a challenge for organizations to adjust management styles, work culture, and reward

systems in order to attract, motivate, and retain employee talents, not only *Generation Z* but also employees from different generations.

The high turnover rate and demand for competent labor force organizations to consider new approaches in human resource management (Başar, 2024). The new approach that works not only focuses on retention, but also seeks to shape employee loyalty and dedication to the company. One way to achieve this is through *Organizational Citizenship Behavior (OCB)*. *OCB* behavior is essential because it builds and maintains social network relationships within the organization (Shams et al., 2020). By doing *OCB*, employees not only contribute to the efficiency of the team, but also grow and maintain healthy interpersonal relationships with colleagues, as well as the organization's clients, both internal and external. Therefore, creating a culture that supports *OCB* should be a key focus for organizations, as part of an effective human resource management strategy in the face of today's challenges.

In addition to *OCB*, *Employee Engagement* has become one of the most important things for most organizations (Bakker & Albrecht, 2018). Due to the challenging economic climate, many organizations struggle to survive, and engaging employees is one of the tools for organizations to gain a competitive advantage in the market. *Employee Engagement* can be described as how workers demonstrate emotional bonding, focus on long-term goals, and full commitment to their work (Othman et al., 2019). Employees who are not engaged will result in significant losses for the organization, not only in terms of productivity but also in terms of innovation and the organization's adaptability to changes in the business environment.

Moving on from *Employee Engagement*, the research by Theurer et al. (2018) also discusses *Employer Branding (EB)* which is considered an important strategy to attract, retain, and manage employees. *EB* includes the company's efforts to portray itself as the "employer of choice" for current and future employees (Theurer et al., 2018). Therefore, *Employer Brand Experience (EBE)* is the result of various employee meetings with organizations. This is a moment of truth for employees (Villafuerte, 2025). By implication, employee behavior is currently influenced by *EBE*, which impacts performance, engagement, civic behavior, and other work outcomes. *Employer Brand Experience*, both as a work resource and a personal resource, should be considered an important resource in the theory of resource conservation.

Based on the results of previous research conducted by Başar (2024), *Employee Engagement* is influenced by several factors, namely *Perceived Manager Support*, *Organizational Identification*, and *Career Focused HR Practices*. *Perceived Manager Support* is an important aspect of the employee experience that has been shown to have a significant impact on employee engagement (Plaskoff, 2017). *Perceived Manager Support* refers to employees' beliefs about the extent to which their managers value their contributions and care about their well-being (Eisenberger et al., 1986). Supportive managers who provide guidance, resources, and encouragement can create a positive work environment that fosters employee engagement. When employees feel that their manager cares about their success and is willing to help them overcome challenges, they are more likely to be motivated, committed, and engaged in their work.

Organizational identification is an important concept in understanding employee behavior in the organization. When employees identify themselves with an organization, they tend to think of the organization's successes and failures as their own (Zhang & Wang, 2022). Employees who have a high *organizational identification* tend to feel attached and responsible

to the organization (Zhao et al., 2019), as well as more passionate and focused on the work process to achieve organizational goals and development (Miao et al., 2019). This can ultimately encourage them to be more proactive in finding problems and coming up with innovative ideas based on their professional experience and knowledge.

Career Focus HR Practices emphasizes the perception that employees have of an organization's HR practices that focus on employee careers (Lynée Luque, 2020). According to the results of research by Başar (2024), it is said that career-focused practices are positively related to employee engagement. When organizations invest in employee career growth through training, learning, and development programs, career opportunities become an important factor in employee retention. Research conducted by Gavino et al. (2021) states that HR practices have an influence on OCB. However, in the study, the influence of HR practices was mediated by perceived organizational support and engagement.

If you discuss some of the aspects above, you will not be able to get out of the scope of discussion about the company. In Indonesia itself, there is a company that has been established for a long time, namely PT XYZ, one of the *State-Owned Enterprises* that has experience in working on various infrastructure projects. The company is committed to applying sustainability principles in every project it runs, with social and environmental impact in mind. Based on the *Annual Report* of PT XYZ in 2023, the number of employees as of December 31, 2023 reached 2,075 people. With competent human resources and modern technology, PT XYZ continues to strive to provide quality results and contribute to the progress of the nation. In 2024, PT XYZ has conducted an employee engagement survey, where the results of the survey show that employees with a working period of 1–5 years have a low engagement score of 67,137 compared to employees who have a work period of >5 years with an average score of 82,262. This can indicate a potential decrease in work motivation.

From practical limitations, there is a decrease in employee work motivation and discomfort in the workplace which results in the loss of potential employees and increases the turnover rate, not only for *Generation Z* but also for employees of all generations at PT XYZ. Theoretically, there are limitations to the research revealed by Başar (2024) and Gupta (2021). Previous research has been limited to the financial sector. The study also only examines some dimensions of *Employer Brand Experience (EBE)*, without considering other variables such as *Perceived Manager Support (PMS)*, *Organizational Identification (OI)*, and *Career Focused HR Practices* that are able to encourage *Employee Engagement* behavior at PT XYZ.

The urgency of this research is increasing considering that the construction industry has unique characteristics that are different from other sectors. The construction industry is characterized by projects that have tight deadlines, high safety risks, and dynamic organizational structures according to the project cycle. In this context, employee behavior that goes beyond formal duties (*OCB*) becomes crucial for project success and organizational sustainability. Employees who demonstrate *OCB* will be more adaptable to change, assist colleagues in difficult situations, and contribute to much-needed operational efficiencies in construction projects.

Several relevant studies have been conducted to understand the relationship between the variables that affect *OCB*. Gupta et al. (2021) in their research in the Indian banking sector found that *Employer Brand Experience* has a positive effect on *OCB* through *Employee Engagement* mediation. This research shows that employees' positive experiences with

employer brands can increase their engagement, which ultimately drives organizational civic behavior. Meanwhile, Başar (2024) in his study in the Turkish financial sector identified that *Employee Experience*, which includes *Perceived Manager Support*, *Organizational Identification*, and *Career Focused HR Practices*, has a positive effect on Employee Engagement with a moderation of positive affect.

Another relevant study was conducted by Shams et al. (2020) which explored the relationship between *Perceived Organizational Support*, *Employee Engagement*, and *OCB* using the *PLS-SEM* approach. The results of the study show that the perceived organizational support has a significant effect on employee engagement, which in turn has an impact on increasing *OCB*. These findings are in line with *Social Exchange Theory* which states that when employees feel supported by the organization, they will reciprocate with positive behaviors that benefit the organization.

The novelty or novelty of this research lies in several important aspects. First, the study integrates the research models of Gupta et al. (2021) and Başar (2024) in one comprehensive conceptual framework, combining *Employer Brand Experience* as the main independent variable with *Perceived Manager Support*, *Organizational Identification*, and *Career Focused HR Practices* as additional independent variables influencing *Employee Engagement* and *OCB*. Second, this study is the first to test the integrated model in the context of the construction industry in Indonesia, which has unique characteristics and challenges compared to the financial or banking sectors that have been researched previously. Third, this study adds the dimension of *OCB-Individual (OCB-I)* in addition to *OCB-Organization (OCB-O)* to better understand the influence of independent variables on civic behavior directed at individuals and organizations.

The main objective of this study is to analyze the influence of *Employer Brand Experience*, *Perceived Manager Support*, *Organizational Identification*, and *Career Focus HR Practices* on *Organizational Citizenship Behavior* with the mediating role of *Employee Engagement* in PT XYZ. Specifically, this study aims to: (1) identify the factors that affect the level of *OCB* in employees by considering the influence of *Employer Brand Experience*, *Perceived Manager Support*, *Organizational Identification* and the mediating role of *Employee Engagement*; (2) develop a research model that combines the influence of *Employer Brand Experience*, *Perceived Manager Support*, *Organizational Identification* and the mediating role of *Employee Engagement* on the level of *Organizational Citizenship Behavior* of employees; and (3) examine the development of the developed research model and formulate its implications for the company, the development of literature as well as the contribution to research related to construction companies in Indonesia.

The benefits of this research can be seen from several perspectives. Theoretically, this research is expected to help develop knowledge about human resource management, especially about things that affect the behavior of *Organizational Citizenship Behavior*. The results of this study can also be used as a reference for research related to similar topics and contribute to the development of future research, especially related to *organizational citizenship behavior*, *Employee Engagement*, *Employer Brand Experience*, *Perceived Manager Support*, *Organizational Identification*, and *Career Focus HR practices*.

Practically, the benefits to the company include: providing strategic input in managing the employee experience to improve job satisfaction and productivity; help companies identify

areas of improvement in supporting employee well-being and development; encourage the establishment of a collaborative and innovative work culture, which contributes to the sustainable achievement of the company's goals; and become a reference in the formulation of evidence-based HR policies, thereby increasing the company's competitiveness. For individuals, this research is useful for improving theoretical and practical understanding of the influence of organizational elements and employee behavior, as well as developing data-driven analytical and decision-making skills relevant to the field of human resources and management.

The implications of this research include strategic, managerial, and social aspects. From a strategic perspective, the results of this research can help construction companies in formulating long-term strategies to increase *employee engagement* and *OCB* through strengthening *employer brand experience* and supportive management practices. Managerially, the findings of this study can serve as a guide for managers in creating a work environment that supports *employee engagement* and encourages positive behaviors that go beyond formal tasks. Meanwhile, from the social aspect, this research contributes to the creation of a more harmonious and productive work environment, which can ultimately improve employee welfare and overall organizational performance. This research is very important to understand how the *Employer Brand Experience* variable contributes to creating a supportive work environment, so that employees can carry out *Organizational Citizenship Behavior* without feeling burdened, especially in the context of the construction industry which has unique challenges and dynamics.

METHOD

This research uses a quantitative approach, which is designed to re-examine the research model and causality that have been tested in previous studies, but in a different context from this study. This study will test a modified research model based on several research models from previous research. The background of the respondents is an *organic permanent employee (KTO)* who works at PT XYZ and is located at the head office or project site.

This research can be classified as a formal study using a cross-sectional time dimension. This is because this study only tests hypotheses that have been developed by previous researchers and is carried out at a specific point in time.

Population and Research Sample

Population includes all elements that have one or more common characteristics, which are the focus of researchers to investigate and draw conclusions (Sekaran & Bougie, 2016). The target population of this study is all employees of PT XYZ. Based on data obtained from the *Human Capital Division* of PT XYZ, in 2024 the number of employees at PT XYZ will be 2,075, consisting of 1,352 *Permanent Employees* and 723 *Contract Employees*.

This research uses a nonprobability sampling technique with a *purposive sampling* type. The collection of respondent sample data is based on certain criteria, namely the following: (1) The respondent is an employee of PT XYZ; (2) The respondent is an *organic permanent employee* assigned to the *Head Office* or *Project division* of PT XYZ.

To determine the number of samples needed in this study, it is necessary to refer to the number of samples suggested by Hair et al. (2019), where the number of samples in a study using the *Covariance-Based Structural Equation Modelling (CBSEM)* method is at least five

times the number of indicators used in the study. The indicators used in this study are 76 items, so the minimum sample needed is 380.

Research Variables

This research uses six variables, consisting of independent variables, namely *Employer Brand Experience*, *Perceived Manager Support*, *Organizational Identification*, *Career Focus HR Practice*; dependent variable, namely *Organizational Citizenship Behavior*; and the mediating variable, namely *Employee Engagement*.

Data Collection Techniques

In this research, primary data were obtained from the results of questionnaires filled out by respondents from the employee population of PT XYZ. For collecting primary data, the researcher used an online questionnaire designed with *google-form* media, with consideration of effectiveness and time efficiency to reach the work units of PT XYZ spread across several regions of Indonesia.

Data Analysis Methods

The analysis began with data purification using *exploratory factor analysis (EFA)* with SPSS version 26. To measure the consistency and reliability of the questionnaire as a research instrument, a reliability test was carried out so that the researcher could determine whether the research instrument shows consistent results if used repeatedly on the same research object.

This study uses the *Covariance-Based Structural Equation Modeling (CBSEM)* method. This method is used to examine how measured variables and latent variables relate to each other in complex structural models. *Structural Equation Modeling (SEM)* testing is categorized into two distinct phases, namely the evaluation of the measurement model, which is conducted through validity assessment in relation to the validity of the construct.

RESULT AND DISCUSSION

Respondent Characteristics

The demographic data in this study was compiled to describe the general characteristics of the participating respondents, thus providing a more in-depth context to the results of the analysis. The demographic aspects analyzed included gender and age group, which were selected based on relevance to the research topic. Respondents in this study are employees of PT XYZ with the criteria of organic permanent employees assigned to the Head Office or Project division of PT XYZ. The distribution of the questionnaire was carried out online with a period of March 11, 2025 to April 11, 2025 through Google Form.

Based on the results of filling, there were 407 respondents who filled out, but the data that could be used was 396 respondents. This is because after data cleansing, there were 11 respondents whose data did not pass the screening because the respondents were not permanent employees of PT XYZ Organic and outliers were not used in the processing of research data. However, when viewed from the response rate of respondents which is required to exceed 20%, this study has a response rate of 97.5%, which means that the results of this study are far from bias and the data is confirmed to be credible.

Table 1. Respondent Categories by Gender

Gender	Frequency	Percentage (%)
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Man	306	77,3%
Woman	90	22,7%
Total	396	100%

Source: Primary data collected from PT XYZ employee surveys (March-April 2025)

Of the total 396 employees who were respondents, as many as 306 of them were men, accounting for 77.3% of the total respondents. Meanwhile, women make up 90 employees, which is equivalent to 22.7%. The dominance of male respondents is in accordance with the characteristics of the construction industry which is dominated by male workers, especially in technical and field positions.

Table 2. Respondent Categories by Age

Age	Frequency	Percentage (%)
<25 years old	20	5,1%
25-30 years	189	47,7%
31-35 years old	113	28,5%
36-40 years old	32	8,1%
41-45 years old	20	5,1%
46-50 years old	15	3,8%
>50 years old	7	1,8%
Total	396	100%

Source: Primary data collected from PT XYZ employee surveys (March-April 2025)

The distribution of employees of PT XYZ by age shows that the majority of employees are in the productive age range. The age group of 25-30 years dominated with 189 people or 47.7% of the total respondents. Furthermore, the age group of 31-35 years occupied the second position with 113 respondents or 28.5%. These findings show that the demographic structure of employees is dominated by the younger generation to early adulthood, who generally have high levels of energy and productivity, and have great potential in supporting innovation and future development of the company.

Table 3. Respondent Categories by Assignment

Assignment	Frequency	Percentage (%)
Head Office	250	63,1%
Project	146	36,9%
Total	396	100%

Source: Primary data collected from PT XYZ employee surveys (March-April 2025)

Of the total 396 respondents, 250 employees or 63.1% worked at the Head Office, while 146 employees (36.9%) were involved in the project. This division shows that the majority of employees are in the Head Office environment, which can reflect the organizational structure and operational focus of the company.

Descriptive Statistical Analysis

Descriptive statistical analysis was carried out to describe the characteristics of the sample data obtained from the respondents. This process includes determining the minimum, maximum, and mean values for each indicator and dimensions of each variable. This approach aims to provide a deeper understanding of the distribution and trends of data in this study.

Table 4. Descriptive Statistics of Variables Organizational Citizenship Behavior (OCB)

Dimension	Indicator	Mean	Grand Mean	Category
OCB Organization (OCB-O)	OCBO1	2,98	2,96	Above Average
	OCBO2	3,02		Above Average
	OCBO3	3,01		Above Average
	OCBO4	2,97		Above Average
	OCBO5	2,92		Below Average
	OCBO6	2,96		Above Average
	OCBO7	2,90		Below Average
	OCBO8	2,89		Below Average
OCB Individual (OCB-I)	OCBI1	2,94	2,97	Below Average
	OCBI2	2,98		Above Average
	OCBI3	3,00		Above Average
	OCBI4	2,94		Below Average
	OCBI5	2,93		Below Average
	OCBI6	3,01		Above Average

Source: Analysis of survey responses using SPSS 26 (2021)

The results of descriptive statistical analysis of the Organizational Citizenship Behavior (OCB) variable showed a grand mean OCB-O of 2.96 and OCB-I of 2.97. The indicator with the highest mean value in the OCB-O dimension was OCBO2 (3.02) related to attendance at the workplace exceeding the provisions, while the lowest was OCBO8 (2.89) related to the promotion of the company's projects. For the OCB-I dimension, the highest indicator is OCBI6 (3.01) regarding the delivery of information to colleagues, while the lowest is OCBI5 (2.93) regarding building good relationships with colleagues.

Validity and Reliability Test Results

The construct validity test was analyzed using the Standardized Loading Factor (SLF) value obtained from the results of data processing using LISREL 8.8. This study applies two stages of Confirmatory Factor Analysis (CFA), namely first order and second order constructs because there are three unidimensional variables and three dimensional variables. In the analysis of the first-order construct, observations are focused on the SLF value of each variable constituent indicator and dimension constituent indicator. Meanwhile, for the analysis of the second-order construct, observations were made on the SLF value in each dimension of the variable. The indicator can be declared valid if it reaches an SLF value of at least 0.5 (SLF>0.5).

Tabel 5. Nilai Standardized Loading Factor (SLF) Variable Organizational Citizenship Behavior (OCB)

Variable	Dimension		Indicator	SLF	First Order	SLF	Second Order
Organizational Behavior (OCB)	Citizenship (OCB-O)	OCB Organization	OCBO1	0,76		1,00	
			OCBO2	0,76			
			OCBO3	0,82			
			OCBO4	0,79			
			OCBO5	0,76			
			OCBO6	0,80			
			OCBO7	0,76			
			OCBO8	0,77			
	OCB (OCB-I)	Individual	OCBI1	0,74		0,99	
			OCBI2	0,75			
			OCBI3	0,73			
			OCBI4	0,72			
			OCBI5	0,77			
			OCBI6	0,79			

Source: Confirmatory Factor Analysis results

The results of the analysis showed that all indicators in the Organizational Citizenship Behavior (OCB) variable had a Standardized Loading Factor (SLF) value above the minimum threshold of 0.50, so that the overall indicator was valid in measuring the OCB construct.

Table 6. CR and AVE values

Variable	Dimension		CR First Order	AVE First Order	CR Second Order	AVE Second Order
Organizational Citizenship Behavior (OCB)	OCB Organization (OCBO)		0,866	0,447	0,997	0,99
		OCB Individual (OCBI)	0,816	0,425		
Employee Experience	Brand	Compensation benefit	& 0,767	0,453	0,959	0,855
		Training and development	0,878	0,547		
		Corporate social responsibility	0,928	0,682		
		Work-life balance	0,850	0,653		
		Work environment	0,882	0,557		
Perceived Support	Manager	Unidimensional	0,900	0,460	-	-
Organizational Identification		Unidimensional	0,830	0,350	-	-

Career Practices	Focus	HR	Unidimensional	0,870	0,640	-	-
Employee Engagement			Cognitive engagement	0,664	0,400	0,978	0,936
			Affective engagement	0,722	0,400		
			Physical engagement	0,750	0,482		

Source: Reliability analysis from SEM results using LISREL 8.8

The results of the analysis showed that most of the variables and dimensions had a CR of > 0.7 and $AVE > 0.5$. However, there was an $AVE < 0.5$ value in the PMS and OI dimensions. Based on the statement from Fornell & Larcker (1981), the indicators in the study can still be said to be reliable even though the AVE value is < 0.5 , provided that the CR value is at least 0.6. Therefore, all variables and dimensions can be declared reliable.

Research Model Testing

Measurement Model

Measurement model testing is carried out by analyzing the Goodness of Fit (GoF) to evaluate the degree of suitability between the developed model and the sample data used. A measurement model can be declared fit if it meets at least three or four indices, with at least one index from each category of incremental index and absolute index.

Tabel 7. Goodness of Fit Model Structural

GoF		Size Fit		Reference Value	Test Results	Information
Absolute Indices	Fit	Goodness-of-Fit Index (GFI)		$GFI \geq 0,90$	0,8671	Marginal Fit
		Root Mean Square Error of Approximation (RMSEA)		$RMSEA \leq 0,07$	0,04788	Good Fit
		Standardized Root Mean Residual (SRMR)		$SRMR \leq 0,08$	0,05738	Good Fit
		Normed Chi-Square (Chi-Square/do)	(Chi- $\leq 3:1$		2,413	Good Fit
Incremental Indices	Fit	Normed Fit Index (NFI)		$NFI > 0.90$	0,9570	Good Fit
		Tucker Lewis Index (TLI) / Non-Normed Fit Index (NNFI)		$NNFI > 0.92$	0,9765	Good Fit
		Comparative Fit Index (CFI)		$CFI > 0.92$	0,9786	Good Fit
		Relative Fit Index (RFI)		$RFI > 0.90$	0,9527	Good Fit
		Incremental Fit Index (IFI)		$IFI > 0.90$	0,9787	Good Fit
Parsimony Indices	Fit	Adjusted Goodness of Fit (AGFI)		$AGFI > 0.90$	0,8452	Marginal Fit
		Parsimony Normed Fit Index (PNFI)		$PNFI \geq 0,50$	0,8689	Good Fit

Source: Model fit indices from structural equation modeling analysis using LISREL 8.8

The respecified model showed a statistically better match than the initial model. Although GFI (0.8671) and AGFI (0.8452) are still in the marginal fit category, the majority of indicators show good fit, including RMSEA (0.04788), SRMR (0.05738), and all incremental fit indices that are above the reference value. This indicates that the final model can be categorized as fit both statistically and theoretically.

Model Structural

Once the measurement model shows an adequate level of suitability, the next step is to test the structural model to evaluate the causal relationships between constructs in the research model. Structural models are used to test research hypotheses that have been formulated based on theoretical foundations.

Research Hypothesis Testing Analysis

To conduct a hypothesis test, this study uses a CB-SEM analysis approach utilizing the LISREL 8.8 application. Using a 95% confidence level, all hypotheses are tested with a one-tailed test approach because the hypothesis built has been determined in its direction. Therefore, the value of the t-table that is the reference is 1.645. The relationship between variables is considered significant if a t-value of ≥ 1.645 is obtained.

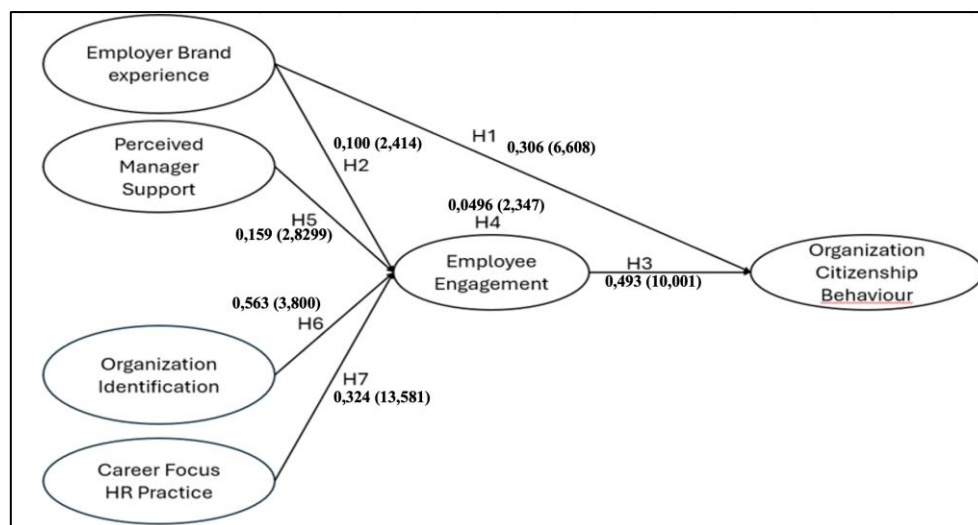


Figure 1. Path Diagram (Path Coefficient and T-Value)

Source: Structural equation modeling output from LISREL 8.8

Table 8. Hypothesis Testing Results

Hypothesis	Variable Relationships	Coefficient Value	t-value	Significance
H1	EBE → OCB	0,3066	6,6082	Significant
H2	EBE → EE	0,1004	2,4141	Significant
H3	EE → OCB	0,4938	10,0064	Significant
H4a	EBE → EE → OCB	0,0496	2,3477	Significant
H4b	PMS → EE → OCB	0,1519	2,8299	Significant

H4c	OI → EE → OCB	0,5637	3,8005	Significant
H5	PMS → EE	0,3245	13,5813	Significant
H6	OI → EE	0,0750	2,7459	Significant
H7	CF → EE	0,2784	3,6010	Significant

Source: Path coefficient and t-value results from structural equation modeling analysis (LISREL 8.8)

Information: EE= Employee Engagement; EBE= Employer Brand Experience; OCB= Organizational Citizenship Behavior; PMS: Perceived Manager Support; CF= Career Focused HR Practices; OI= Organizational Identification

Discussion of Hypothesis Testing Results

Based on the results of hypothesis testing, it was found that the largest influence coefficient was found in the relationship between employee engagement (EE) and organizational citizenship behavior (OCB), which was 0.4938 with a t-value of 10.0064. This shows that employee engagement is the main determinant of the emergence of extra-role behavior in the context of the organization. The higher employee engagement, the more likely they are to exhibit behaviors such as helping colleagues, showing loyalty to the organization, and taking initiative outside of formal tasks. These findings are consistent with research by Gupta et al. (2021) and Shams (2020) who stated that EE significantly encourages OCB, and is a crucial link between positive perceptions of organization and voluntary behavior.

Furthermore, the influence of employer brand experience (EBE) on OCB was also shown to be directly significant ($\beta = 0.3066$; $t = 6.6082$). The EBE in this study includes aspects such as compensation and benefits, training and development, corporate social responsibility, work-life balance, and a supportive work environment. These findings reinforce the results of Gupta et al. (2021), who show that employees' positive experiences of company image and treatment contribute to an increase in employee positive behavior in the workplace. When employees feel treated fairly, valued, and have room to grow, they will be encouraged to contribute more than expected.

Not only that, EBE was also shown to have a positive influence on EE ($\beta = 0.1004$; $t = 2.4141$), albeit with a relatively small coefficient. This means that EBE does have an impact on increasing employee engagement, but it is not the only or most dominant factor. This is in line with the findings of Başar (2024) which emphasizes that employee experience will be more meaningful if it is accompanied by a positive mood and career development practices.

In the context of mediation, EE proved to be a significant mediating variable in all indirect pathways tested. Partial mediation occurred in the relationship of EBE to OCB ($\beta = 0.0496$; $t = 2.3477$), where direct influence remained dominant, but the indirect pathway through EE was also significant. Thus, EBE not only drives OCB directly, but also indirectly through an increase in EE, as described in the research of Gupta et al. (2021). These findings indicate that positive perceptions of a company's brand create engagement, which in turn encourages voluntary contributions.

Mediation Analysis

To test the effect of mediation, this study used the approach recommended by Hair et al. (2019). The effect of mediation is calculated by multiplying the coefficient between the independent and mediating variables by the coefficient between the mediation and dependent variables. Here is the formula used:

$$\text{Mediation Effect} = (\text{Path a}) \times (\text{Path b})$$

where:

- Path a = coefficient of path from independent variable to mediator
- Path b = path coefficient from the mediator to the dependent variable

Table 9. Mediation Effect Analysis

Mediation Pathway	Path A	Path b	Mediation Effect	t-value	Significance
EBE → EE → OCB	0,1004	0,4938	0,0496	2,3477	Significant
PMS → EE → OCB	0,3245	0,4938	0,1603	2,8299	Significant
OI → EE → OCB	0,0750	0,4938	0,0370	3,8005	Significant

Source: Mediation test results calculated following the approach recommended by Hair et al. (2019)

EE also mediates the relationship between perceived manager support (PMS), and organizational identification (OI) for OCB. Of the two variables, PMS showed the highest coefficient of EE ($\beta = 0.3245$), followed by OI ($\beta = 0.0750$). This means that the manager's perceived support of employees has the most powerful influence on increasing employee engagement, which further impacts OCB's behavior.

The effect of employee engagement (EE) mediation in this study was partial. This can be seen from the indirect relationship between employer brand experience (EBE) and organizational citizenship behavior (OCB) through EE ($\beta = 0.0496$; $t = 2.3477$), but the direct influence of EBE → OCB also remained significant ($\beta = 0.3066$; $t = 6.6082$). This means that the EBE affects the OCB both directly and through EE as a mediator.

The nature of this partial mediation suggests that EE only partially explains the influence of EBE on OCB, and that EBE still has a strong direct contribution without employee involvement. In a theoretical framework, this condition reflects that employee engagement strengthens the relationship between the employer brand and positive employee behavior, but is not the only path of influence. This is in line with the mediation model according to Baron & Kenny (1986) which states that partial mediation occurs when the mediator variables are significant but the direct relationship between independent and dependent variables also remains significant.

Practical and Managerial Implications

In the context of construction companies, these findings have important strategic implications. The construction industry is often faced with a dynamic work environment, high risk, and great time pressure. Therefore, building a strong employer brand experience is not enough if it is not accompanied by a strategy to increase employee engagement. Employees in this sector need to feel emotionally connected to the organization in order to demonstrate high level of initiative, loyalty, and cooperation, especially since project success relies heavily on team collaboration and individual discipline.

The results showed that organizational identification was a significant predictor of employee engagement even with a relatively small coefficient ($\beta = 0.0750$). This indicates that employees' sense of belonging and self-identification towards the organization have an important contribution to the extent to which they will be involved in the work. Therefore, efforts to strengthen organizational values and internalize them to employees need to be a focus in managerial strategies, especially in the construction sector that urgently needs long-term loyalty and consistent work commitment.

The findings of this study also show that perceived manager support has the strongest influence on employee engagement ($\beta = 0.3245$; $t = 13.5813$). This emphasizes the importance of the manager's role in creating a supportive work environment. In the context of PT XYZ, managers need to be trained to provide effective support to employees, including providing constructive feedback, recognition of achievements, and guidance in career development.

Career Focus HR Practices also showed a significant influence on Employee Engagement ($\beta = 0.2784$; $t = 3.6010$). This indicates that HR practices that focus on employee career development, such as training programs, clear promotion pathways, and competency development opportunities, contribute significantly to increasing employee engagement. In the construction industry that continues to evolve with new technologies and methods, investment in employee development is crucial to maintain organizational competitiveness.

CONCLUSION

Based on the results of the analysis, *employee engagement (EE)* was proven to be a mediating variable that played an important, though partial, role in bridging the influence of *employer brand experience (EBE)*, *perceived manager support (PMS)*, *organizational identification (OI)*, and *career-focused HR practice (CF)* on *organizational citizenship behavior (OCB)*. *Employee engagement* is not the only pathway that explains the relationship between the antecedent variables and *OCB*, but the presence of *EE* nonetheless strengthens the relationship significantly. Of all the pathways analyzed, *EBE* and *OI* showed the strongest influence on *OCB*, both directly and through *EE*. The role of *EE* mediation also indicates that *OI* is the variable that most relies on *EE* as an internal psychological mechanism to drive positive employee behavior. In the context of the construction industry, which is characterized by hierarchical organizational structures, high project pressure, and rigid work systems, it is important for companies to not only focus on *employer branding* strategies or managerial systems. *Employee engagement* should be the main focus so that any managerial effort can lead to the positive and collaborative behavior that is crucial in construction projects. *Employee engagement* is a key element in creating a work environment that encourages employees to contribute beyond their formal roles.

To improve *employee engagement* and *OCB*, PT XYZ should focus on several key strategies. First, strengthening the *employer brand* through competitive compensation, career development programs, and corporate social responsibility initiatives can enhance employees' perception of the company. Second, managers should be trained to provide consistent support, recognition, and mentorship, as their role is critical in shaping *employee engagement*. Third, fostering a strong sense of *organizational identity* through clear communication of company values and team-building activities can increase employees' emotional connection to the organization. Additionally, implementing *career-focused HR practices*, such as structured

training and promotion pathways, will further motivate employees to engage in positive workplace behaviors. Finally, PT XYZ should regularly assess engagement levels through surveys and feedback mechanisms to refine its strategies and ensure long-term effectiveness. By adopting these measures, the company can create a more motivated and committed workforce, ultimately driving productivity and success in the competitive construction sector.

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