
**THE INFLUENCE OF EMPLOYEE ENGAGEMENT AND JOB SATISFACTION
ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG CIVIL SERVANTS
AT UPT PUSKESMAS BATANG TARANG, SANGGAU REGENCY**



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Abstract

This research aims to analyze the influence of employee engagement and job satisfaction on organizational citizenship behavior (OCB) among State Civil Apparatus (ASN) at UPT Puskesmas Batang Tarang, Sanggau Regency. The background of this research is based on the importance of human resource development in improving the quality of public services, especially in the health sector. The approach used is an associative quantitative approach, with data collection through questionnaires to 35 respondents using a total sampling technique. Employee engagement is measured through three main dimensions: vigor, dedication, and absorption. Job satisfaction is measured through five aspects: work, supervision, coworkers, promotion, and salary. Meanwhile, OCB is measured using five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The results of validity and reliability tests show that all instruments in this study are valid and reliable. Data analysis is conducted using multiple linear regression. The results indicate that employee engagement and job satisfaction simultaneously show a value of 27.783 with a significance of $0.000 < 0.05$, positively and significantly influencing OCB. The results of partial significance tests (t-test) reveal that the Employee Engagement variable (X1) has a calculated t value of 5.261 with a significance level of 0.000, which means statistically this variable has a significant partial effect on OCB. Similarly, the Job Satisfaction variable (X2) shows a calculated t value of 5.001 with a significance value of 0.000, thus it can be concluded that this variable also has a significant partial effect on OCB, with a coefficient of determination (R^2) of 0.635. This means that 63.5% of the variation in OCB can be explained by these two independent variables. Partially, each variable also has a positive and significant effect on OCB, with significance values below 0.05. This research provides theoretical and practical implications in human resource management, especially in creating a work environment that supports the enhancement of ASN engagement and satisfaction to strengthen OCB behavior and the quality of health services.

Keywords: Employee Engagement, Job Satisfaction, Organizational Citizenship Behavior

INTRODUCTION

Human Resource Management (HRM) plays a strategic role in enhancing organizational effectiveness, particularly in the public sector such as healthcare services. In the context of public service, employee performance is not solely measured by the achievement of administrative targets but also by the contribution of extra-role behaviors that support a positive work environment. One such behavior is Organizational Citizenship Behavior (OCB), defined as voluntary actions beyond formal job responsibilities that benefit the organization as a whole.

Organizational Citizenship Behavior (OCB) does not emerge spontaneously; rather, it is shaped by various psychological and organizational factors. Two of the most influential are employee engagement and job satisfaction. Employee engagement refers to the extent to which employees feel emotionally and cognitively connected to their work. Engaged employees typically exhibit high energy, dedication, and full involvement in their tasks. Meanwhile, job satisfaction reflects the degree to which individuals experience positive aspects of their job, including recognition, supervision, development opportunities, and workplace relationships.

Numerous studies have highlighted the relationship between employee engagement, job satisfaction, and OCB. However, most of these studies were conducted in private-sector organizations or central government institutions, which have significantly different structures and cultures compared to public service units in regional areas. Specifically, research in local healthcare settings such as puskesmas (community health centers) remains limited, despite their high-pressure and resource-constrained environments, which may uniquely influence the dynamics among these variables.

Puskesmas Batang Tarang has 42 employees, consisting of 36 Civil Servants (ASN) and 6 Non-Civil Servants (Non-ASN). These employees are distributed across various units such as nursing services, laboratory, pharmacy, and service quality. This indicates an adequate human resource capacity.

Puskesmas Batang Tarang provides fairly comprehensive healthcare services, including outpatient and inpatient care as well as emergency obstetric and neonatal services. Other available services include the General Clinic, Dental Clinic, Nutrition Clinic, Sanitation Clinic, Laboratory, and Pharmacy.

Based on an interview with Mrs. Mairina Kartasari, attendance at Puskesmas Batang Tarang in Balai Subdistrict is recorded manually twice per shift, specifically at the beginning and end of the workday. Morning check-in is conducted at 07:30 WIB, and check-out in the afternoon is at 14:30 WIB. For the inpatient care unit, attendance is also recorded manually and organized in three rotating shifts: the morning shift from 08:00 to 13:00 WIB, the afternoon shift from 13:00 to 19:00 WIB, and the night shift from 19:00 to 07:00 WIB, including on public holidays.

The absenteeism rate of Civil Servants at Puskesmas Batang Tarang increased by 88.50% in 2023 but decreased by 14.20% in 2024. Employee absenteeism is closely related to employee engagement and job satisfaction. High absenteeism often reflects low levels of satisfaction or engagement, which can negatively impact coworkers and team productivity. Conversely, a low absenteeism rate indicates high levels of engagement and job satisfaction.

Employees who are satisfied and feel engaged tend to be more responsible and motivated to attend work consistently.

Over the past three years, the job performance of civil servants (ASN) at the community health center has mostly fallen into the “Good” category, and the number of employees with “Very Good” performance has increased.

Based on an interview with Mrs. Mairina Kartasari, Head of Administration at the community health center, the shortage of staff has resulted in employees taking on multiple roles, with some having to perform tasks outside of their area of expertise. The majority of the staffing shortage, approximately 30% is found in the Essential Public Health Efforts (UKM Esensial), Developmental Public Health Efforts (UKM Pengembangan), and Community Health Nursing units.

Employee engagement and job satisfaction positively affect Organizational Citizenship Behavior (OCB). Employees who are engaged and satisfied with their work tend to exhibit voluntary behaviors such as helping colleagues, maintaining work ethics, and demonstrating loyalty to the organization, which ultimately supports team performance and the achievement of the health center’s goals. This study found that employee engagement and job satisfaction have a positive and significant impact on Organizational Citizenship Behavior (OCB) among Civil Servants at Puskesmas Batang Tarang.

RESEARCH METHOD

This study employs an associative method to identify the relationship between two or more variables. The research aims to determine both the relationship and the influence among multiple variables. The study was conducted at UPT Puskesmas Batang Tarang, Sanggau Regency, in 2025. The population in this study consists of all Civil Servants (ASN) working at Puskesmas Batang Tarang, totaling 35 individuals. Due to the relatively small population size, the researcher applied a saturated sampling technique, in which all members of the population were used as the sample.

This study utilized both primary and secondary data. Primary data were obtained directly through interviews with the Head of Administration and questionnaires distributed to all Civil Servants (ASN) respondents. Secondary data were collected from the health center’s official records, including staffing documents, absenteeism statistics, employee performance reports, and patient visit figures. Data collection techniques included interviews and questionnaires. Interviews were conducted to gather supporting information regarding the condition of civil servants, while the questionnaire was designed based on theoretical indicators of each variable.

Employee engagement was measured using three dimensions proposed by Schaufeli et al. (2002), namely: **vigor** (energy and resilience at work), **dedication** (enthusiasm, inspiration, and pride in work), and **absorption** (the degree of immersion or full concentration while performing tasks). Job satisfaction was assessed based on five aspects developed by Narpati et al. (2022), including the job itself, supervision from superiors, relationships with colleagues, promotion opportunities, and salary or compensation. The Organizational Citizenship Behavior (OCB) variable was measured through five dimensions adapted from Podsakoff et al. (2018): **altruism** (voluntary helping behavior), **conscientiousness** (adherence to rules and responsibilities), **sportsmanship** (a positive

attitude toward difficult situations), **courtesy** (polite behavior to prevent conflict), and **civic virtue** (active participation in organizational activities).

The data collection process was conducted through the direct (offline) distribution of questionnaires to respondents in their work environment at UPT Puskesmas Batang Tarang. To minimize potential bias, several control measures were implemented: (1) the researcher explained the research objectives prior to the distribution of questionnaires to reduce misunderstandings of the questions; (2) respondents completed the questionnaires anonymously to avoid social desirability bias; (3) the order of questions in the questionnaire was randomized to prevent order effects; and (4) the researcher refrained from participating in the filling process to avoid interviewer bias.

The collected data were analyzed using multiple linear regression techniques to determine both the simultaneous and partial effects of the independent variables (employee engagement and job satisfaction) on the dependent variable (OCB). Before conducting the main analysis, classical assumption testing was performed to ensure the validity of the regression model. Normality was tested using the Kolmogorov–Smirnov method to confirm the normal distribution of data. The multicollinearity test was conducted by examining the Variance Inflation Factor (VIF) and Tolerance values to ensure there was no high correlation among independent variables. A linearity test was also performed using the ANOVA for linearity approach to verify linear relationships among variables.

To further ensure the robustness of the regression model, additional steps were taken. The Adjusted R^2 value was examined to determine how much variation in the dependent variable could be explained by the model. Moreover, the standard error and regression coefficients were assessed to evaluate the stability and reliability of the estimates. Finally, significance tests (F-test and t-test) were applied to determine whether the relationships among variables were statistically significant.

RESULTS AND DISCUSSION

The results of the offline (printed) questionnaire distributed to 35 respondents, who are Civil Servants (ASN) at Puskesmas Batang Tarang, show the following respondent characteristics: the majority are aged 36–45 years (68.57%), female (71.43%), and hold a Diploma 3 as their highest level of education (77.15%). The most common job positions are midwives (34.28%) and nurses (22.85%). Most respondents are in the “Pengatur” rank category (25.72%), earn a monthly income between IDR 3,500,000 and IDR 4,500,000 (54.28%), and the majority are married (85.72%).

The research results indicate that employee engagement and job satisfaction significantly influence Organizational Citizenship Behavior (OCB) of ASN. This finding supports the theory of Schaufeli et al. (2002) that employee involvement encourages positive work behavior and is in line with Herzberg's theory, which states that job satisfaction increases motivation and loyalty. High work engagement creates a sense of ownership towards the organization, while job satisfaction encourages voluntary attitudes such as helping colleagues and maintaining work ethics. In the health center environment, this is very relevant because ASN often face resource limitations.

However, there are still 36.5% other variables that affect OCB and have not been studied. In addition, several dimensions of OCB, such as civic virtue and sportsmanship,

tend to be lower, indicating the need for a managerial approach to encourage active participation and a more supportive work culture.

Research Instrument Testing

Validity Testing

Validity testing was conducted by calculating the correlation of each statement (item) with its total score. The calculated correlation value (r-calculated) was then compared with the critical value from the r-table at a significance level of 5% ($\alpha = 0.05$). With degrees of freedom (df) = 35, the r-table value can be found in the product-moment correlation table, which is 0.325. The results of the validity test for the statements across all variables can be seen in Table 1 below:

Tabel 1
Validity Testing

Variable	Corrected Item Corrected Item – Total Correlation	Description
X1.1	0,758	Valid
X1.2	0,664	Valid
X1.3	0,589	Valid
X1.4	0,575	Valid
X1.5	0,623	Valid
X1.6	0,627	Valid
X1.7	0,688	Valid
X1.8	0,615	Valid
X2.1	0,628	Valid
X2.2	0,573	Valid
X2.3	0,707	Valid
X2.4	0,585	Valid
X2.5	0,758	Valid
X2.6	0,845	Valid
X2.7	0,673	Valid
X2.8	0,610	Valid
X2.9	0,636	Valid
X2.10	0,725	Valid
X2.11	0,591	Valid
Y1	0,623	Valid
Y2	0,623	Valid
Y3	0,606	Valid
Y4	0,678	Valid
Y5	0,687	Valid
Y6	0,666	Valid
Y7	0,615	Valid
Y8	0,587	Valid
Y9	0,601	Valid

Y10	0,699	Valid
Y11	0,715	Valid
Y12	0,576	Valid
Y13	0,690	Valid

Source: SPSS Processed Data, 2025

Based on Table 1 above, the results of the validity test for Organizational Citizenship Behavior (Y) show that all question items are valid because the calculated t- t-value is greater than 0.10.

Reliability Testing

Reliability testing is performed to assess the extent to which a measurement instrument yields consistent results when applied repeatedly in the same research context. The reliability test in this study was conducted using the Cronbach's Alpha technique. The testing was carried out with the help of the SPSS program. An instrument is considered reliable if the Cronbach's Alpha value is ≥ 0.60 . The results of the reliability test can be seen in Table 2 below:

Tabel 2
Reliability Test Results

Variable	Cronbach's Alpha Minimum	Description
Employee Engagement (X1)	0,859	Reliable
Job Satisfaction (X2)	0,910	Reliable
Organizational Citizenship Behavior (Y)	0,885	Reliable

Source: SPSS Processed Data, 2025

Based on Table 2 above, the Cronbach's Alpha value is 0.885, which is higher than the reliability coefficient threshold of 0.60. Therefore, it can be concluded that all questionnaire items used to measure the Organizational Citizenship Behavior (Y) variable are reliable, consistent, and dependable.

Classical Assumption Test

Normality Test

Tabel 3
Normality Test Results

Test Statistic	.102
Asymp. Sig. (2-tailed)	.200

Source: SPSS Processed Data, 2025

Based on Table 3 above, the Asymp. Sig (2-tailed) value is 0.200, which is greater than 0.05, indicating that the data are normally distributed.

Multicollinearity Test

Tabel 4
Results of the Multicollinearity Test

Variable	Tolerance	VIF
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Employee Engagement	.640	1.563
Job Satisfaction	.640	1.563

Source: SPSS Processed Data, 2025

Based on Table 4, it can be concluded that there is no multicollinearity among the independent variables in the regression model. This is indicated by tolerance values for each variable being greater than 0.10 and VIF values being less than 10.

Linearity Test

Table 5
Results of the Linearity Test

Variable	Deviation for Linearities	Description
Employee Engagement (X1)	0,774	Linear
Job Satisfaction (X2)	0,495	Linear

Source: SPSS Processed Data, 2025

Based on Table 5 above, the significance value of the deviation from linearity for the two independent variables (employee engagement and job satisfaction) is greater than 0.05, indicating a linear relationship between them.

Multiple Linear Regression Test

Table 6
Results of the Multiple Linear Regression Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1						
	(Constant)	5.045	3.251		1569	.126
	<i>Employee Engagement</i>	.531	.101	.563	5.261	.000
	Job Satisfaction	.574	.115	.535	5.001	.000

Source: SPSS Processed Data, 2025

Based on the processed results in Table 6, the multiple linear regression equation model can be formulated as follows:

$$Y = 5,045 + 0,531 X_1 + 0,574 X_2$$

The value of *a*, which is 5.045, represents the constant or intercept when the Organizational Citizenship Behavior variable is not influenced by other variables such as Employee Engagement (X1) and Job Satisfaction (X2). This means that if employee engagement and job satisfaction are in a neutral state or do not exert any influence, the value of Organizational Citizenship Behavior among civil servants (ASN) would be 5.045.

Coefficient of Determination Test (R²)

Table 7
Correlation and Determination Coefficient Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797 ^a	.635	.612	1.555

Source: SPSS Processed Data, 2025

The results of the Coefficient of Determination (R^2) test, as shown in Table 7, indicate that the R Square value obtained is 0.797. This means that the influence of employee engagement and job satisfaction on organizational citizenship behavior is strong, while the remaining variance is explained by other variables not included in this study.

Simultaneous Test (F)

Table 8
Results of the Simultaneous Test (F)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	134.272	2	67.136	27.783	.000 ^b
	Residual	77.328	32	2.416		
	Total	211.600	34			

Source: SPSS Processed Data, 2025

Based on the F-test results in Table 8 above, the significance value for employee engagement and job satisfaction simultaneously influencing organizational citizenship behavior is 0.000, which is less than 0.05. Therefore, it can be concluded that employee engagement and job satisfaction have a simultaneous and statistically significant effect on organizational citizenship behavior.

Partial Test (T)

Table 9
Results of the Partial Significance Test (T)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.045	3.215		1.569	.011
	Employee Engagement	.531	.101	.563	5.261	.000
	Job Satisfaction	.574	.115	.535	5.001	.000

a. Dependent Variable: Organizational Citizenship Behavior

Source: SPSS Processed Data, 2025

Based on Table 9, the magnitude of the influence of each independent variable, employee engagement, and job satisfaction, can be observed. The calculated t -value for the job satisfaction variable (X_1) is 5.261, which is greater than the t -table value of 1.569, and the significance value is 0.000, which is less than 0.05. Therefore, it can be concluded that H_a is accepted and H_o is rejected, meaning that employee engagement has a significant partial effect on job satisfaction (X_2). The t -value for the job

satisfaction variable (X2) is 5.001, which is also greater than the t -table value of 1.569. Thus, H_0 is rejected and H_a is accepted, indicating that job satisfaction has a significant partial effect on organizational citizenship behavior (Y).

H1: Employee Engagement and Job Satisfaction Simultaneously Influence Organizational Citizenship Behavior (OCB) of Civil Servants at UPT Puskesmas Batang Tarang, Sanggau Regency

Based on the results of the multiple linear regression analysis, it was found that employee engagement (X1) and job satisfaction (X2) simultaneously influence the organizational citizenship behavior (OCB) of civil servants at Puskesmas Batang Tarang. This is evidenced by the results of the F-test, which show an F-value of 27.783 with a significance level of $0.000 < 0.05$. Since the significance value is less than 0.05, it can be concluded that H_0 is rejected and H_1 is accepted, indicating that there is a significant simultaneous effect of employee engagement and job satisfaction on organizational citizenship behavior.

High organizational citizenship behavior within an institution is closely linked to employees' engagement and job satisfaction. Employees who are actively involved in their work tend to exhibit positive behaviors beyond their formal duties, such as helping colleagues, maintaining work ethics, and contributing voluntarily to the organization's progress. Likewise, high job satisfaction fosters a harmonious work environment and promotes loyalty to the institution, encouraging employees to voluntarily engage in activities that support organizational effectiveness. Conversely, when levels of engagement and satisfaction are low, organizational citizenship behavior also tends to decline. Therefore, these findings reinforce the importance of organizational attention to employees' psychological factors in order to enhance their overall contribution in the workplace.

Previous research conducted by Kahn (1990) defines employee engagement as a process in which individuals channel and express themselves physically, cognitively, and emotionally while performing their roles in the workplace. Meanwhile, Mukhtar (2019) states that job satisfaction is the ultimate outcome that an individual desires from their job, and it is not a single-dimensional concept, meaning a person may be relatively satisfied with one aspect of the job while being dissatisfied with one or more other aspects. According to Aldag and Reschke, as cited in Darto (2016, p.35), organizational citizenship behavior is described as an individual's profound contribution that goes beyond formal role requirements in the organization and is rewarded through task performance outcomes.

This hypothesis refers to the theory of motivation and work engagement proposed by Schaufeli et al. (2002), which states that employees with high levels of engagement tend to exhibit productive and voluntary work behaviors. On the other hand, Robbins and Judge (2017) also state that job satisfaction plays an important role in shaping positive attitudes that impact extra-role behavior. Therefore, if employee engagement and job satisfaction are present simultaneously, both are believed to significantly encourage the emergence of OCB.

H2: Employee Engagement Has a Partially Significant Effect on Organizational Citizenship Behavior (OCB) of Civil Servants at UPT Puskesmas Batang Tarang, Sanggau Regency

Based on the results of the partial significance test (t-test), it was found that the employee engagement variable (X1) has a t-value of 5.261, which is greater than the t-table value of 1.569, with a significance value of $0.000 < 0.05$. Therefore, it can be concluded that H_0 is rejected and H_1 is accepted, indicating that the employee engagement variable (X1) has a significant and partial effect on organizational citizenship behavior (Y).

These results indicate that the higher the employee's engagement in their work, the more likely they are to exhibit positive behaviors that support the organization beyond their primary duties. Employee engagement reflects vigor, dedication, and absorption in work, which fosters an emotional bond between employees and the institution. When civil servants perceive their work as meaningful, take pride in being part of the organization, and carry out their tasks with focus and enthusiasm, they are more likely to demonstrate organizational citizenship behaviors such as helping colleagues, being courteous, avoiding conflicts, and actively participating in managerial activities. Conversely, low levels of engagement can reduce voluntary participation that supports organizational effectiveness. Therefore, employee engagement plays a vital role in shaping organizational citizenship behavior (OCB) among civil servants at Puskesmas Batang Tarang, Sanggau Regency.

Previous research conducted by Schaufeli et al. (2002) states that "employee engagement is a positive psychological condition characterized by vigor, dedication, and deep involvement in work." It can thus be concluded that employees with a high level of engagement tend to be more enthusiastic, feel a strong sense of belonging, and contribute more to the organization. This engagement is reflected in voluntary behaviors such as helping coworkers, upholding work ethics, and actively participating in organizational activities— behaviors that are characteristic of organizational citizenship behavior (OCB).

Based on the theory of work engagement from Kahn (1990), employee engagement is a psychological condition in which individuals bring their entire capacity physically, cognitively and emotionally into their work roles. Engaged employees will show high vigor, dedication, and absorption (Schaufeli et al., 2002), and this condition becomes the foundation for the creation of prosocial organizational behavior, such as helping coworkers or acting beyond formal duties. Thus, the higher the level of employee engagement, the greater the likelihood that they will exhibit OCB behavior.

H3: Job Satisfaction Has a Partially Significant Effect on Organizational Citizenship Behavior (OCB) of Civil Servants at UPT Puskesmas Batang Tarang, Sanggau Regency

Based on the results of the partial significance test (t-test), it was found that the job satisfaction variable (X2) has a t-value of 5.001, which is greater than the t-table value of 1.569, with a significance value of $0.000 < 0.05$. Therefore, it can be concluded that H_0 is rejected and H_1 is accepted, indicating that job satisfaction has a significant and partial effect on organizational citizenship behavior (OCB).

These findings affirm that job satisfaction is a key factor in fostering employees' voluntary behaviors beyond their formal responsibilities. When employees are satisfied with various aspects of their job, including a conducive work environment, positive interpersonal relationships, fair promotion opportunities, and appropriate compensation, they are more likely to exhibit loyalty and strong engagement with the organization. Satisfied employees are motivated to assist colleagues, uphold work ethics and norms, and

demonstrate proactive attitudes in supporting organizational activities, all of which are manifestations of organizational citizenship behavior.

Conversely, employees who feel dissatisfied tend to reduce their participation and initiative, and may even trigger conflicts or complaints that hinder organizational performance. Therefore, job satisfaction has been proven to make a tangible contribution to enhancing organizational citizenship behavior in the work environment of civil servants at Puskesmas Batang Tarang, Sanggau Regency.

According to Afandi in Haris et al. (2023, p. 9): "Job satisfaction is a positive attitude that includes feelings and behavior toward one's job, reflected in the evaluation of work as a form of appreciation in achieving important work values." It can be concluded that job satisfaction not only affects an individual's comfort in performing their tasks but also fosters the development of commitment and a sense of responsibility toward the organization.

According to Herzberg's Two Factor Theory and reinforced by Afandi's research in Haris et al. (2023), job satisfaction is a driver of positive attitudes that enhance loyalty, a sense of ownership, and voluntary behavior towards the organization. Employees who feel satisfied with aspects of their work, such as supervision, social relationships, and reward systems, are more likely to exhibit OCB, as they feel comfortable and motivated to contribute beyond the organization's expectations.

CONCLUSION

This study is based on the results of multiple linear regression analysis; the regression equation obtained is $Y = 5.045 + 0.531X_1 + 0.574X_2$, indicating that employee engagement (X_1) and job satisfaction (X_2) influence organizational citizenship behavior (OCB) (Y). The correlation coefficient (R) of 0.797 shows that the relationship between employee engagement and job satisfaction with OCB falls into the strong category. A determination coefficient of 0.635 shows that the two variables explain most of the variation in OCB, with 36.5% affected by other factors. Results from the simultaneous test (F-test) indicate that employee engagement and job satisfaction have a significant combined effect on OCB. Based on the research results, it is recommended that the management of UPT Puskesmas Batang Tarang actively enhance employee engagement and job satisfaction to encourage OCB behavior among ASN. Efforts to improve employee involvement can be carried out through training programs that foster a sense of meaning in work, provide challenging yet competent responsibilities, and create a dialogue space between leaders and employees to encourage active participation. In addition, it is important for the puskesmas to build a reward system that is fair and transparent, both in the form of material incentives and non-material recognition, such as open appreciation for voluntary contributions. To improve job satisfaction, management can conduct periodic evaluations of the promotion system and career paths, strengthen communication among employees, and ensure a conducive and supportive work environment. Local governments or the Health Office also need to support policies that encourage a collaborative work culture and empathetic leadership in the community health center environment. These approaches are expected not only to enhance OCB ASN but also to impact the improvement of the quality of health services to the community.

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