



The Influence of Workplace Well-Being and Employee Engagement on Organizational Citizenship Behavior Through Work Motivation at the Indonesian Aviation Academy Banyuwangi

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Abstract

This study examines the influence of workplace well-being and employee engagement on Organizational Citizenship Behavior (OCB) with work motivation as a mediating variable at the Indonesian Aviation Academy (API) Banyuwangi. The problem stems from a condition where employee extra-role work behavior is not optimal, so efforts are needed to understand psychological factors and engagement that can increase employee voluntary contributions to the institution. The purpose of this study is to analyze the direct and indirect relationships between variables and provide an empirical basis for human resource management policies. The research method used a quantitative approach with a survey technique through the distribution of questionnaires to API Banyuwangi employees. The sample was obtained using a purposive sampling method and the data were analyzed using the SPSS application version 31.0 for Windows. The results showed that workplace well-being and employee engagement have a positive and significant effect on work motivation. In addition, work motivation was proven to be able to mediate the influence of workplace well-being and employee engagement on increasing OCB, thereby strengthening the relationship between variables in supporting organizational performance. Overall, this study concludes that workplace well-being and employee engagement are important factors in driving motivation and extra-role work behavior. These findings have practical implications, necessitating HR policies that focus on creating a healthy, inclusive, and motivating work environment to strengthen a positive work culture. Furthermore, this study also provides theoretical contributions, enriching our understanding of the role of work motivation as a connecting mechanism in the context of aviation vocational education.

Keywords: Workplace Well-being, Organizational Citizen Behaviour, Work motivation, Employee engagement

1. INTRODUCTION

Organizational Citizenship Behavior (OCB) is a key element in creating an adaptive, productive, and highly competitive organization (Wibowo, 2025). In a vocational higher education environment like the Indonesian Aviation Academy (API) Banyuwangi, the existence of Organizational Citizenship Behavior (OCB) not only reflects a healthy organizational culture, but also supports the smooth operation of education, safety, and excellent service to cadets. However, in reality, phenomena such as low employee initiative in non-structural activities, declining voluntary participation in academic and non-academic programs, and a lack of concern between work units are indicators of a weakening spirit of Organizational Citizenship Behavior (OCB). The urgency of this

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research is increasingly emphasized, considering the lack of academic studies that specifically examine the relationship between workplace well-being and employee engagement with Organizational Citizenship Behavior (OCB) in aviation educational institutions. (Lala et al. 2024),(MUSTAFA 2021). Institutions such as the Indonesian Aviation Academy (API) Banyuwangi have unique organizational characteristics: a high level of discipline, work culture based on safety regulations, and ever-evolving demands for professionalism. In such a situation, understanding and improving employees' psychological well-being and motivation are crucial. (Sanjaya, Firlana, and Priyatno 2025).

In the context of human resource management, the urgency of this research arises from the need for a managerial approach that is more responsive to employees' psychological and emotional needs. (Falasifa, Arfani, and Abdillah 2025). In a high-pressure work environment, such as at the Indonesian Aviation Academy (API) Banyuwangi, which demands not only administrative efficiency but also flight accuracy and safety, employees are required to have strong mental resilience and high initiative. (Saleh 2018),(Supriyadi 2019). High Organizational Citizenship Behavior (OCB) can only be achieved if employee well-being and engagement are maintained optimally. Unfortunately, human resource (HR) development policies often focus on formal instruments such as disciplinary regulations and supervision, rather than strengthening intrinsic factors that are more profound and have long-term impacts.

The majority of young employees today care more about work-life balance, non-material recognition, and the meaning of work, rather than just financial rewards. (Triyanto et al. 2024). Therefore, API Banyuwangi must adapt by designing an organizational strategy based on well-being and engagement to retain and develop its talent. This research is relevant because it provides an empirical understanding of how current workplace well-being and employee engagement conditions influence employee motivation and extra-role Organizational Citizenship Behavior (OCB).

Institutionally, the Indonesian Aviation Academy (API), Banyuwangi, is in the process of increasing its competitiveness at the national and international levels, both in terms of accreditation, collaboration, and graduate output. To achieve this, relying solely on a superior curriculum and facilities is not enough; it is also necessary to ensure that internal employees possess productive collective work values, namely collaboration, responsibility, and concern. (Salma and Rizky 2024). This research supports steps to strengthen this work culture scientifically and strategically by targeting aspects that are rarely discussed, but are essential: motivation and well-being.

This study also contributes to the design of a comprehensive and applicable employee performance improvement strategy through a psychological and managerial approach based on scientific evidence. Practically, the results of this study are urgent for the leadership and management of Human Resources (HR) at the Indonesian Aviation Academy (API) Banyuwangi to formulate data-based policies to create a more supportive work environment, foster a spirit of work engagement, and ultimately improve the quality of educational services, operational safety, and the institution's reputation at the national and international levels. In addition to answering the practical needs of the institution, this research also carries academic urgency because it seeks to broaden the horizons of theories of work motivation and organizational behavior, particularly in the context of vocational higher education.

Thus, the urgency of this research lies not only in its theoretical and empirical aspects but also in its strategic role in driving the transformation of work culture at the Indonesian Aviation Academy (API) Banyuwangi. Amidst the challenges of changing times, the digital era, and the need for superior quality Human Resources (HR) in the aviation sector, this study aims to prepare a stronger organizational foundation by increasing positive employee behavior that is carried out voluntarily and continuously.

2. METHOD

This study used quantitative research methods to test the hypotheses and analyze the influence or relationship between predetermined variables. This quantitative research is explanatory in nature, meaning that it not only identifies relationships but also aims to explain the influence and causal relationships between the research variables. This type of research is expected to provide an accurate picture of the influence of workplace well-being and employee engagement on work motivation, which ultimately influences organizational citizenship behavior (OCB). Quantitative research is used to examine a specific population or sample and to collect data using research instruments. Data analysis was quantitative/statistical with the aim of testing predetermined hypotheses.

3. RESULTS AND DISCUSSION

Validity Test Results

Based on the results of the processed data, in the X2 Employee Engagement variable with 20 questions, all questions were declared valid because the calculated r was greater than the calculated r . The following are the results of the recapitulation of the Work Motivation variable with 20 questions: R calculated $>$ R table; therefore, we can also conclude that the questions on the work motivation variable are valid.

Table 1 Results of Work Motivation Data Recapitulation

Variable	Item	R Count	R Table	Information
Work motivation	Y1	0,531	0,2319	VALID
	Y2	0,505		VALID
	Y3	0,626		VALID
	Y4	0,568		VALID
	Y5	0,529		VALID
	Y6	0,471		VALID
	Y7	0,481		VALID
	Y8	0,486		VALID
	Y9	0,479		VALID
	Y10	0,670		VALID
	Y11	0,373		VALID
	Y12	0,582		VALID
	Y13	0,399		VALID
	Y14	0,502		VALID

Reliability Test Results

Reliability testing was conducted to evaluate how consistently the measuring instruments were dependent on each other. Reliability testing was conducted after all statement variables were declared suitable for use as research instruments. A statement was considered reliable if the Cronbach's alpha value was greater than 0.6. The results of the reliability test are as follows:

Table 2 Reliability Test Results

Variable	Cronbach's Alpha	Information
Workplace Wellbeing	0,945	Reliabel
Employee Engagement	0,920	Reliabel
Work motivation	0,869	Reliabel
Organizational Citizen Behaviour	0,705	Reliabel

The results of the reliability analysis, indicated by Cronbach's alpha value, provide an overview of the internal consistency and reliability of the instruments used to measure the constructs in this study. This indicator is used to ensure that the indicator variables that form a construct correlate consistently and produce stable results.

R Test

R-squared is a value that shows the extent to which an independent (exogenous) variable influences a dependent (endogenous) variable. R-squared ranges from 0 to 1, indicating the extent to which the combination of independent variables collectively influences the value of the dependent variable. The R-squared (R²) value was used to assess the extent to which a particular independent latent variable influenced the dependent latent variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.960 ^a	.923	.919	2.804

a. Predictors: (Constant), OCB, WORKPLACE WELL BEING, KETERLIBATAN PEGAWAI

Figure 1. Regression Results

Anova Test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1206.648	3	402.216	78.624	<.001 ^b
	Residual	337.637	66	5.116		
	Total	1544.286	69			

a. Dependent Variable: OCB

b. Predictors: (Constant), MOTIVASI KERJA, KETERLIBATAN PEGAWAI, WORKPLACE WELL BEING

Figure 2. Anova Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.638	2.848		3.736	<.001
	WORKPLACE WELL BEING	-.148	.087	-.609	-1.696	.095
	KETERLIBATAN PEGAWAI	.389	.109	1.160	3.571	<.001
	MOTIVASI KERJA	.160	.097	.333	1.644	.105

a. Dependent Variable: OCB

Figure 3. SPSS Output Results

4. CONCLUSIONS AND SUGGESTIONS

Based on research findings on the influence of workplace well-being and employee engagement on organizational citizenship behavior (OCB) through work motivation, the following conclusions can be drawn:

1. Workplace well-being has been shown to have a significantly positive effect on work motivation. Employee well-being is the dominant factor driving increased motivation to work.
2. Employee engagement does not have a significant effect on work motivation. Employees who feel engaged do not necessarily have high motivation if their well-being is not addressed.
3. Organizational Citizenship Behavior (OCB) does not have a significant effect on work motivation. OCB is viewed more appropriately as a consequence of motivation than its cause.
4. Workplace well-being had a significant positive effect on OCB. Employees who experience well-being tend to exhibit extra-role behaviors that benefit the organization.
5. Employee engagement does not have a significant effect on OCB. Employee engagement in this study was not able to encourage the emergence of OCB.
6. Work motivation does not have a significant effect on OCB. Existing motivation is directed more towards completing formal tasks, rather than additional behaviors.
7. Work motivation did not mediate the influence of workplace well-being or employee engagement on OCB. The influence of workplace well-being on OCB is direct, not through work motivation.

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science and improve the quality of education within the Indonesian Aviation Academy Banyuwangi.

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