

# Job Meaningfulness and Workforce Diversity in Shaping Organizational Citizenship Behavior through Employee Engagement

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## ABSTRACT

The study analyzes the effect of Job Meaningfulness and Workforce Diversity on organizational citizenship behavior with Employee Engagement as a mediating variable. The research utilized a quantitative method for the PLS-SEM method on 154 employees of the Cirebon City Fire and Rescue Service. The data highlighted that meaningful work and diverse teams had a positive effect on Employee Engagement and OCB, and that Employee Engagement mediated this connection. The data underscores the relevance of meaningful work and inclusive diversity management in encouraging extra-role behavior. This study provides empirical contributions to the development of work behavior in the public sector.

## ABSTRAK

Penelitian ini menganalisis pengaruh makna pekerjaan dan keberagaman tenaga kerja terhadap organizational citizenship behavior dengan keterlibatan karyawan sebagai variabel mediasi. Penelitian menggunakan pendekatan kuantitatif dengan metode PLS-SEM terhadap 154 pegawai Dinas Pemadam Kebakaran dan Penyelamatan Kota Cirebon. Hasil penelitian menunjukkan bahwa makna pekerjaan dan keberagaman tenaga kerja berpengaruh positif dan signifikan terhadap keterlibatan karyawan dan OCB, serta keterlibatan karyawan memediasi hubungan tersebut. Temuan ini menegaskan pentingnya pekerjaan yang bermakna dan pengelolaan keberagaman yang inklusif dalam mendorong perilaku ekstra peran. Penelitian ini memberikan kontribusi empiris bagi pengembangan perilaku kerja di sektor publik.



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## INTRODUCTION

In facing increasingly complex public service demands, public sector organizations are required to rely not only on the formal performance of employees, but also on voluntary work behavior that supports organizational effectiveness. One form of this behavior is organizational citizenship behavior, which is positive action that is consciously and voluntarily demonstrated by employees that goes beyond what is formally required by the company (Dewi *et al.*, 2022). The existence of human resource development in companies is now increasingly important (Lestari *et al.*, 2022). However, in practice, not all public sector employees demonstrate optimal levels of OCB, as reflected in low participation, lack of initiative, and weak teamwork.

One psychological factor believed to influence the emergence of OCB is the job meaningfulness. Job Meaningfulness refers to the extent to which a person assigns value, purpose, and personal significance to their work. Employees who view their work positively

tend to have higher intrinsic motivation and emotional attachment to the organization. In addition, contextual factors such as Workforce Diversity are also an important consideration in modern organizations. Workforce Diversity encompasses differences in age, gender, education, and work experience. When managed inclusively, these differences can create a fair and mutually respectful work environment.

In addition to Job Meaningfulness and Workforce Diversity, employee engagement is a critical factor in the development of employee work behavior. Employee engagement reflects the level of cognitive, emotional, and physical involvement of individuals in performing their jobs (Kahn, 1990). Employees who exhibit high levels of work engagement are more likely to show enthusiasm, dedication, and strong commitment to the organization. In relation to public sector organizations, employee engagement acts as a mechanism that connects work environment factors and individual factors to the emergence of OCB. Therefore, employee engagement is designated as a mediating variable in this research.

Previous research has investigated the relationship between Job Meaningfulness, Workforce diversity, Employee Engagement, and OCB. They state that Job Meaningfulness positively impacts Employee Engagement and OCB. Kaur & Mittal, (2020) found that meaningful work can increase employee engagement. Tazminur *et al.*, (2024) showed that Workforce Diversity contributes to an increase in positive work behavior. Additionally, Awalia & Yanuar, (2024) concluded that Employee Engagement plays an important role in shaping OCB. However, some studies have found inconsistent results, such as Yunyi *et al.*, (2024), who found that Job Meaningfulness did not have a significant impact on OCB in certain groups, and Eruela & Gutierrez, (2025), who stated that not all dimensions of diversity have an impact on work engagement.

The differences in the research findings indicate a gap in research understanding the processes that underlie the connection between Job Meaningfulness, Workforce Diversity, and OCB. From a research perspective, studies on the factors that shape OCB are very important for public sector organizations in improving service quality and employee performance. However, previous research has been limited in integrating Job Meaningfulness and Workforce Diversity simultaneously with the intermediary variable of employee engagement, especially in public organizations in Indonesia. In addition, several dimensions of diversity and psychological aspects of work have not been comprehensively examined. Although previous studies have examined the relationship between job meaningfulness, workforce diversity, employee engagement, and organizational citizenship behavior, most of them were conducted in private-sector organizations or focused on specific employee groups such as Generation Z (Yunyi *et al.*, 2024).

This study offers a distinct contribution by integrating job meaningfulness and workforce diversity within a single conceptual model, with employee engagement acting as a mediating mechanism, in the context of a public service organization with high operational risk namely the Fire and Rescue Service. Unlike prior studies conducted in corporate environments, the public safety context examined in this research presents unique organizational dynamics where teamwork, voluntary behavior, and psychological engagement are essential for service effectiveness. Therefore, this research provides new empirical evidence regarding the role of meaningful work and inclusive diversity management in fostering organizational citizenship behavior in public sector organizations in developing countries.

Job Meaningfulness refers to an individual's perception that their tasks have intrinsic value, clear objectives, and a positive impact on themselves and others. Using job

characteristics model (Hackman & Oldham, 1976) as a foundation, Job Meaningfulness arises when employees feel that their work makes an important contribution and they are fully involved in the process from start to finish. Psychologically, Job Meaningfulness reflects a condition in which individuals feel that their activities have personal and social significance. Recent research shows that Job Meaningfulness is a major predictor of intrinsic motivation, organizational commitment, work engagement, and other role behaviors, such the conduct of Organizational Citizenship (Sharma, 2019). According to Lysova *et al.*, (2019) Job Meaningfulness also increases self-worth, motivation, and the drive to contribute more to the organization.

Workforce Diversity, which includes age, gender, ethnicity, education level, work experience, and social values, can produce a more diverse and innovative organizational dynamic. According to Tajfel & Turner (1986) Social Identity Theory, people frequently categorize both themselves and other people into certain social groupings. When organizations are able to manage Workforce Diversity inclusively, employees tend to feel a sense of belonging and have positive work experiences, thereby increasing their enthusiasm, dedication, and involvement as key components of Employee Engagement. Good Workforce Diversity generates a safe psychological atmosphere in which employees from diverse backgrounds feel accepted and secure in expressing their opinions and identities without fear of discrimination or adverse consequences (Kiradoo, 2022).

The phrase organizational citizenship conduct refers to the initiative and above-average action that is not explicitly rewarded formally but improves the overall efficacy and operation of the company. Theoretically, OCB is based on Organizational Citizenship Behavior Theory (Organ, 1997), which explains that employees are motivated to perform positive actions beyond their job descriptions not because of formal obligations, but because of positive internal psychological conditions. OCB is greatly influenced by attitudes of employees, including profound organizational commitment, high level of job satisfaction, and employee engagement. Workers that get a feeling of worth and emotionally attached to The organization has a tendency to respond with OCB behavior (Rahman & Karim, 2022).

According to Kahn's (1990) theory of Employee Engagement is a condition in which individuals fully engage themselves on an emotional, mental, and physical level. when carrying out their job responsibilities. Employee Engagement arises when three mental health requirements are satisfied, namely feeling that work is meaningful, feeling safe to express oneself (psychological safety), and physical and emotional readiness to engage (psychological availability). These three conditions indicate that employees tend to be fully engaged, have high work energy, and remain dedicated to their work and organization. Kahn, (1990) also explains that Employee Engagement is not only a behavioral response but also a psychological state influenced by the work context and individual conditions. Employee Engagement increases due to factors such as a friendly work environment, positive relationships with employees, clear role definitions, and meaningful work. The hypothesis is articulated as follows:

- H1: Job Meaningfulness positively affects Organizational Citizenship Behavior.
- H2: Workforce Diversity positively affects Organizational Citizenship Behavior.
- H3: Job Meaningfulness positively affects Employee Engagement.
- H4: Workforce Diversity positively affects Employee Engagement.
- H5: Employee Engagement positively affects Organizational Citizenship Behavior.

H6: Employee Engagement mediates the connection between Job Meaningfulness and Organizational Citizenship Behavior.

H7: Employee Engagement mediates the connection between Workforce Diversity and Organizational Citizenship Behavior.

It investigates how workforce diversity and job meaningfulness affect OCB both directly and indirectly, with Employee Engagement as a mediating variable, within the context of Indonesia's public sector organizations. This study seeks to enhance theoretical understanding in organizational behavior research and offer practical insights for human resource management within the public sector.

## RESEARCH METHOD

The research design used in this study was associative quantitative. There were 250 workers at the Cirebon City Fire and Rescue Service that made up the research population, with 154 respondents selected through proportionate stratified random sampling. Subsequently, data were obtained by means of a likert scale 1-5 questionnaire. that measured job meaningfulness, workforce diversity, employee engagement, and organizational citizenship behavior.

The analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) the data software SmartPLS. The analysis included an outer model to measure the validity and reliability of the construct based on outer loading, average variance extracted, composite reliability and Cronbach's alpha. In addition, the inner model was assessed to determine how the variables relate to each other using path coefficients and R2 values. To evaluate direct and indirect effects, hypothesis testing was performed using bootstrapping.

The measurement instruments were developed by adapting indicators from previous studies. Job meaningfulness was measured based on the Work and Meaning Inventory (WAMI) concept consisting of 7 items, Workforce Diversity was measured using 8 items capturing employees' perceptions of diversity in age, gender, education, and work experience, Employee Engagement was measured using 8 items representing cognitive, emotional, and physical dimensions, and OCB was measured using 8 items covering the dimensions of Conscientiousness, Sportsmanship, Civic Virtue, Courtesy, and Altruism.

All construct were measured using a 1-5 point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Example items include: "I feel that the work I do is meaningful to me" for job meaningfulness, "The organization provides fair treatment to all male and female employees" for workforce diversity, "I feel enthusiastic when working" for employee engagement, and "I work with discipline and full responsibility" for organizational citizenship behavior.

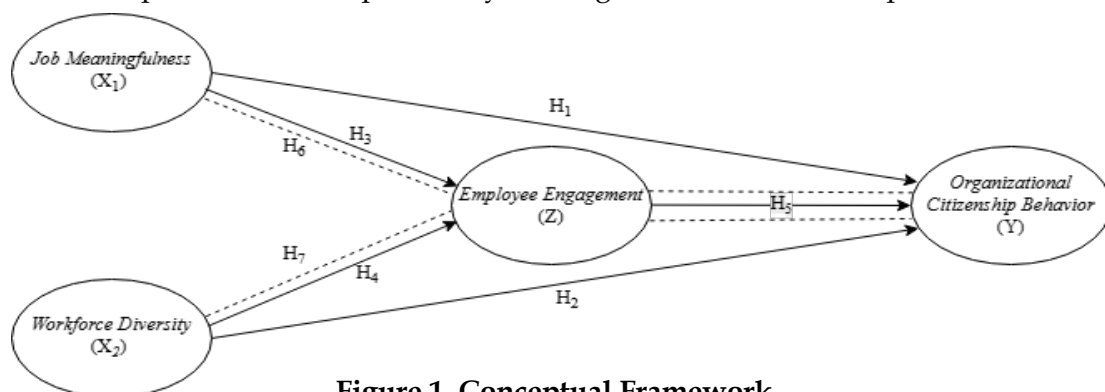


Figure 1. Conceptual Framework

Source: Research Data Processed (2026)

## RESULTS AND DISCUSSION

**Table 1. Responden Characteristics**

Characteristics	Category	Number	Percentage
Gender	Male	115	74,67%
	Female	39	25,33%
Age	< 25 Year	31	20,13%
	25 – 35 Year	100	64,93%
	36 – 45 Year	19	12,34%
	> 45 Year	4	2,60%
Employment Status	PNS	44	28,57%
	P3K	47	30,52%
	Part Time P3K	63	40,91%
Length of Service	< 1 Year	16	10,39%
	1 – 5 Year	90	58,44%
	6 -10 Year	26	16,88%

Source: Research Data Processed (2026)

Based on Table 1, male respondents dominated (74,67%) and female respondents accounted for 25,33%. Respondents aged 25-35 years dominated with a percentage of 64,93%. This shows that most employees are of productive age. Based on employment status, respondents were dominated by part-time P3K employees at 40,91%, followed by P3K and civil servants. In addition, based on length of service, respondents had 1-5 years of service (58,44%), indicating that most employees had sufficient work experience. Overall, the characteristics of the respondents reflect the conditions of employees at the Cirebon city fire and rescue service, so that the data obtained can represent the research population.

**Table 2. Convergent Validity Test**

Variable	Indicator	Outer Loadings	Average variance extracted (AVE)
Job Meaningfulness (X1)	X1.2	0,723	0,561
	X1.3	0,773	
	X1.4	0,785	
	X1.5	0,747	
	X1.6	0,783	
	X1.7	0,705	
	X1.8	0,723	
Workforce Diversity (X2)	X2.1	0,721	0,53
	X2.2	0,704	
	X2.3	0,742	
	X2.4	0,731	
	X2.5	0,742	
	X2.6	0,726	
	X2.7	0,725	
OCB (Y)	X2.8	0,735	0,543
	Y.1	0,747	
	Y.2	0,766	
	Y.3	0,717	
	Y.4	0,753	
	Y.5	0,724	
	Y.6	0,721	
Z	Y.7	0,742	0,704
	Y.8	0,724	
	Z.1	0,704	
	Z.2	0,704	

<i>Employee Engagement</i>	Z.3	0,774	
(Z)	Z.4	0,761	0,555
	Z.5	0,727	
	Z.6	0,794	
	Z.7	0,719	
	Z.8	0,77	

Source: Research Data Processed (2026)

Testing for convergent validity was done to ascertain the extent to which the indicators used could represent the construct being assessed. Average Variance Extracted (AVE) values and outer loading values were used to evaluate convergent validity. Indicators were assumed to be valid when they had outer loading values > 0,70. (Hair *et al.*, 2017), while AVE values > 0,50 showed that an average of more than 50% of the indicator variation could be explained by the latent construct.

Referring to Table 2, convergent validity testing shows that there is an outer loading value for each indicator > 0,70. This indicates that all indicators can represent the measured construct well. The Average variance extracted (AVE) All constructions have values more than 0,50 indicating that each construct has sufficient convergent validity, as it can explain most of the variance in the indicators compared to measurement error.

Discriminant validity tests were conducted to guarantee that the research construct had an adequate level of differentiation from another constructs.

**Table 3. Discriminant Validity Test (Fornell-Larcker Criterion)**

Variable	Employee Engagement (Z)	Job Meaningfulness (X1)	OCB (Y)	Workforce Diversity (X2)
Employee Engagement (Z)	0,745			
Job Meaningfulness (X1)	0,690	0,749		
OCB (Y)	0,656	0,660	0,737	
Workforce Diversity (X2)	0,624	0,649	0,658	0,728

Source: Research Data Processed (2026)

The discriminant validity test's findings Table 3 demonstrates the results show that each construct has a good level of discrimination and has the ability to measure different concepts accurately. Thus, it may be said that any observed variable satisfies all discriminant validity requirements.

To determine how consistently the indicators assess the construct, reliability testing was carried out. Reliability was assessed using cronbach's alpha and composite reliability, with a value > 0,70 considered sufficient (Hair *et al.*, 2017).

**Table 4. Reliability Test**

Variable	Cronbach's alpha	Composite reliability
Job Meaningfulness (X1)	0,869	0,899
Workforce Diversity (X2)	0,874	0,900
OCB (Y)	0,88	0,905
Employee Engagement (Z)	0,885	0,909

Source: Research Data Processed (2026)

Table 4 shows indicators that are thought to possess strong internal consistency, because for each construct has a value above 0,70.

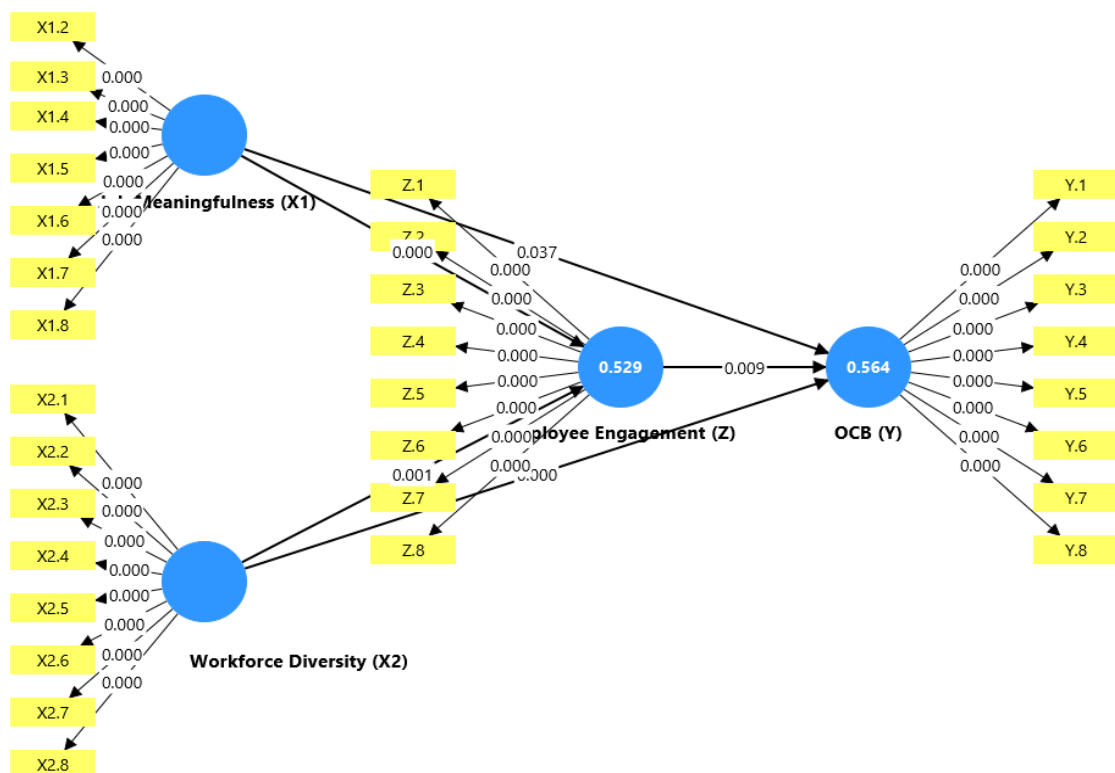
The coefficient of determination ( $R^2$ ) is employed to evaluate the extent to which independent variables can account for the dependent variables in a structural model. The  $R^2$  value indicates the accuracy Considering the model's forecasts, where a greater  $R^2$  value suggests that a greater variant in the dependent variables can be accounted for by the independent variable.  $R^2$  values in PLS-SEM are classified as follows, with reference to Hair *et al.*, (2017):  $> 0,75$  indicates powerful,  $> 0,50$  indicates moderate, and  $> 0,25$  indicates feeble.

**Table 5. Coefficient of Determination**

Variable	<i>R-square</i>	<i>R-square adjusted</i>
OCB (Y)	0,564	0,555
Employee Engagement (Z)	0,529	0,523

Source: Research Data Processed (2026)

The coefficient of determination ( $R^2$ ) indicates that the model has moderate explanatory power. The  $R^2$  value for Organizational Citizenship Behavior is 0,564, meaning that 56,4% of the variance in OCB is explained by job meaningfulness, workforce diversity, and employee engagement. Meanwhile, the  $R^2$  value for Employee Engagement is 0,529, indicating that 52,9% of the variance in employee engagement is explained by job meaningfulness and workforce diversity. These result indicate that the proposed model explains more than half of the variance in the endogenous variables, suggesting satisfactory capability in predicting employee behavior within the studied organization.



**Figure 2. Bootstrapping Test**

Source: Research Data Processed (2026)

The relationship between variables in the study was analyzed through hypothesis testing research model, both direct and indirect. Hypotheses were approved when they possessed a t-statistic value  $> 1,96$ , p-value  $< 0,05$ , indicating a statistically significant effect (Hair *et al.*, 2017).

**Table 6. Hypothesis Testing**

Variable	Original sample (O)	T statistics	P values
Job Meaningfulness (X1) -> OCB (Y)	0,266	2,085	0,037
Workforce Diversity (X2) -> OCB (Y)	0,312	3,798	0,000
Job Meaningfulness (X1) -> Employee Engagement (Z)	0,492	5,822	0,000
Workforce Diversity (X2) -> Employee Engagement (Z)	0,305	3,415	0,001
Employee Engagement (Z) -> OCB (Y)	0,278	2,603	0,009
Job Meaningfulness (X1) -> Employee Engagement (Z) -> OCB (Y)	0,137	2,116	0,034
Workforce Diversity (X2) -> Employee Engagement (Z) -> OCB (Y)	0,085	2,079	0,038

Source: Research Data Processed (2026)

## Discussions

### *The Effect of Job Meaningfulness on OCB*

Testing of the first hypothesis shows that Job Meaningfulness has a significant positive influence on OCB, as indicated by the value of the path coefficient  $\beta = 0,266$ ;  $t = 2,085$ ;  $p = 0,037$ . According to these findings, the first hypothesis (H1) is accepted. The findings indicate that an increase in the level of Job Meaningfulness felt by employees is directly proportional to an increase in the intensity of extra-role behavior in the organization. In the context of public sector organizations, job meaningfulness is not only related to individual achievement. It also reflects employees' commitment to social service and the interests of the community. If employees perceive their work as having clear objectives and meaningful values, they will be more motivated to exhibit extra-role behaviors, such as providing assistance to colleagues and voluntarily safeguarding the interests of the institution.

The findings of this research align with the results of Zhang & Li, (2025), Sharma, (2019), and Selamat *et al.*, (2017) that say job meaningfulness has a positive impact on OCB. Individuals who have a feeling of meaning in their work tend to exhibit voluntary behavior, including helping fellow coworkers and actively participating in achieving organizational goals, because the work provides a sense of personal value and purpose. Additionally, studies conducted by Steger *et al.*, (2012) also confirms that job meaningfulness is a part of encouraging positive work attitudes and behaviors, including prosocial behaviors that represent OCB. Thus, the results of this research further strengthen the empirical evidence that Job Meaningfulness is an important factor in increasing OCB, Because workers who find meaning in their work often make meaningful contributions that go beyond the formal requirements of their jobs.

### *The Effect of Workforce Diversity on OCB*

Testing of the second hypothesis demonstrates that Workforce Diversity has a significant positive influence on OCB. This is reflected in the path coefficient value of  $\beta = 0,312$ ,  $t = 3,798$ ; and  $p = 0,000$ , such that the second hypothesis (H2) is accepted. These findings indicate that

workforce diversity, reflected in differences in age, gender, background, and work experience plays a role in encouraging the emergence of extra-role behavior among employees.

While workforce diversity is often associated with positive organizational outcomes, previous literature also suggests that diversity may create challenges if not managed effectively. Differences in demographic characteristics and perspectives can sometimes lead to misunderstandings, communication barriers, or in-group and out-group dynamics within teams. However, when organizations are able to manage diversity inclusively, these differences become a source of innovation, collaboration, and mutual learning.

The findings of this study indicate that workforce diversity within the Fire and Rescue Service contributes positively to the emergence of OCB. This suggests that the organizational climate within the institution is relatively inclusive and supportive, enabling employees from diverse backgrounds to cooperate effectively and contribute beyond their formal job responsibilities. A work environment that appreciates and manages differences fairly will create an inclusive and conducive atmosphere, thereby strengthening the sense of togetherness among employees. These conditions encourage employees to support each other and work collaboratively, making them more willing to contribute voluntarily to the organization. In the context of public sector organizations, diversity in employee characteristics can become an important contextual factor that strengthens social interaction and solidarity, which in turn facilitates the emergence of voluntary work behavior.

These findings are supported by previous studies indicating that effective diversity management can improve perceptions of fairness and inclusiveness in the workplace, thereby encouraging employees to contribute positively through OCB behaviour (Guillaume *et al.*, (2017) The results of this study are also consistent with prior research conducted by Arbiyanti & Sudibjo, (2020), Khan & Jabeen, (2019), and Nurdewati & Ellyawati, (2020), Therefore, the findings of this study further reinforce the view that constructive and well-managed workforce diversity is a strategic factor in encouraging the development of OCB among employees.

### ***The Effect of Job Meaningfulness on Employee Engagement***

The examination of the third hypothesis indicates that Job Meaningfulness has a significant positive influence on Employee Engagement. This is illustrated by the path coefficient value  $\beta = 0,492$ ;  $t = 5,822$ ; and  $p = 0,000$ , Thus the third hypothesis (H3) is accepted. The findings indicate that the more advanced the job meaningfulness felt by employees, the higher their level of engagement in carrying out their duties and job responsibilities.

These results indicate that psychological aspects, such as individuals' perceptions of the meaning of their work, are an important foundation for building employee engagement, particularly in the context of organizations in the public sector. Employee who think their work is important and significant tend to be more emotionally and cognitive engagement in carrying out their professional roles.

Research findings consistent with previous findings presented by Kaur & Mittal, (2020) and Yunyi *et al.*, (2024) state that Job Meaningfulness positive influence on employee engagement. These studies indicate that employees who are able to perceive their work positively will be more psychologically attached to their jobs. Therefore, organizational efforts to design and manage jobs so that they have clear value and purpose for employees can be used as an effective strategy to continuously improve Employee Engagement.

### ***The Effect of Workforce Diversity on Employee Engagement***

Testing of the fourth hypothesis shows that workforce diversity has a significant positive influence on employee engagement. This finding is evidenced by the path coefficient value  $\beta = 0,305$ ;  $t = 3,415$ ;  $p = 0,001$ , thus the fourth hypothesis (H4) is accepted. These results indicate that the more optimal the management of workforce diversity in an organization, the more involved employees are in their work.

Findings show that an inclusive work environment that respects individual differences can create safe, comfortable, and conducive conditions for employees. These conditions help to make the psychological bond between employees and the organization, thereby encouraging increased employee engagement. Diversity, which includes variations in age, gender, background, and work experience, when managed positively, can create a work culture of mutual respect and support.

The outcomes of this research align with the findings of Goswami & Goswami, (2018) and Damrus & Triadi, (2024), which state that effective Workforce Diversity management contributes to increased employee engagement. Additionally, research by Yunyi *et al.*, (2024) also confirms that a diverse work environment can strengthen employees' sense of involvement in carrying out their roles and responsibilities. Therefore, the findings of this study support the view that workforce diversity is a strategic factor in increasing employee engagement. Consequently, it needs to be managed systematically and sustainably by organizations.

### ***The Effect of Employee Engagement on OCB***

Testing of the fifth hypothesis shows that Employee Engagement has a significant positive influence on OCB. This result is shown by the path coefficient value  $\beta = 0,278$ ;  $t = 2,603$ ;  $p = 0,009$ , so the fifth hypothesis (H5) is accepted. The results show that there is a higher level of employee engagement in their work contributes to an increase in the tendency to display extra-role behavior in the organization.

Employees who are cognitively, emotionally, and physically involved in performing their duties tend to have stronger commitment to the organization. Such involvement encourages individuals to contribute voluntarily, beyond the formal job requirements. Thus, Employee Engagement can be understood as a psychological mechanism that plays a role in connecting the effect of each person and contextual factors on the emergence of OCB behavior.

Workers who are very employee engagement generally show enthusiasm, dedication, and optimal involvement in organizational activities. This encourages them to help their coworkers, protect the interests of the institution, and actively participate in achieving organizational goals. Research findings in line with Ompusunggu & Hasundutan, (2023) Simatupang *et al.*, (2023) and Yunyi *et al.*, (2024) state Employee engagement positively influences organizational citizenship behavior. Therefore, These findings affirm that employee engagement is a critical factor determinants in efforts to improve employee OCB.

### ***The Influence of Employee Engagement in Mediating the Relationship Between Job Meaningfulness and OCB***

Findings and results of the sixth Hypothesis testing suggests that Job Meaningfulness has a positive and significant influence on OCB through the mediating role of Employee Engagement. This finding is evidenced by the indirect effect coefficient value of  $\beta = 0,137$ ;  $t = 2,116$ ; and  $p = 0,034$ , so that the sixth hypothesis (H6) is accepted. These results indicate that

the effect of Job Meaningfulness on OCB is not only direct but also occurs accompanied by a rise in employee engagement levels.

These results suggest that in the context of organizations in the public sector, employees' interpretations on the significance of their work not only contribute directly to the emergence of extra-role behavior, but also participate in strengthening employee engagement, so fostering Organizational Citizenship Behavior. In other words, meaningful work is an initial factor that triggers internal psychological processes in shaping positive work behavior.

The results of this study can be explained through theory Employee Engagement Kahn, (1990), which states that Job Meaningfulness or psychological meaningfulness is one of the fundamental conditions that encourage individuals to be optimally engaged in their jobs. Employee who feel their employment to be very important often exhibit stronger cognitive, emotional, and physical attachment to the tasks they perform. This high level of Employee Engagement then facilitates the emergence of OCB behavior, in the form of supporting coworkers and voluntarily contributing to the organization. Findings in line with Sharma, (2019) prove that Job Meaningfulness influences OCB through the internal psychological mechanisms of employees. The research findings emphasize that the connection between OCB and job meaningfulness is mediated by employee engagement, and plays a strategic role in enhancing the impact of job meaningfulness on the extra-role conduct of employees.

### ***The Influence of Employee Engagement in Mediating the Relationship Between Workforce Diversity and OCB***

Testing of the seventh hypothesis shows that Workforce Diversity has a substantial beneficial influence on OCB via the mediating function of employee engagement. This finding is evidenced by the path coefficient value of  $\beta = 0.085$ ;  $t = 2.079$ ; and  $p = 0.038$ , thus hypothesis seven (H7) is accepted. The results show that Workforce Diversity does not only directly influence OCB, but also indirectly through an increase in the level of Employee Engagement at work. Effective Workforce Diversity management can create an inclusive, fair, and conducive work environment, so that employees feel valued and secure in expressing their potential and identity. These conditions participate in increasing Employee engagement, which subsequently fosters organizational citizenship behavior in the form of supporting colleagues and voluntarily contributing to the organization.

This finding can be understood through Employee Engagement theory Kahn (1990), which asserts that psychological conditions, including feelings of security, appreciation, and acceptance in the work environment, are key factors that encourage individuals to be fully involved in executing their responsibilities. A work environment that fosters diversity cultivates good psychological circumstances that enhance employee commitment to the organization.

The findings of this research indicate that inclusively managed Workforce Diversity can increase Employee Engagement, thereby indirectly strengthening the emergence of OCB in organizations. Similar findings by Tjoeng & Martdianty, (2022) state that effective workforce diversity management can increase OCB through the internal psychological processes of employees, particularly through increased employee engagement. Thus, employee engagement contributes to becoming an important mediating mechanism in the correlation between workforce diversity and OCB.

## **CONCLUSIONS**

This study concludes that Job Meaningfulness and Workforce Diversity play an important role in increasing organizational citizenship behavior among public sector employees, either directly or using Employee Engagement as a mediating variable. Employees who view their work positively and work in an environment that values diversity seem to be more likely to have Employee Engagement and exhibit extra-contributory behavior that supports organizational effectiveness.

Theoretically, this study expands the study of Employee Engagement and OCB by integrating psychological and contextual factors into a single empirical model within the context of public sector organizations in developing countries. Practically, This study's results suggest that public sector organizations should prioritize meaningful job design and implement inclusive diversity management practices to improve Employee Engagement and OCB among employees.

This research possesses some methodological constraints., including the use of a cross-sectional research design and a limited scope of research to one public sector organization. These limitations imply that the findings of the research cannot be generalized to a wider organizational context. Therefore, future studies are recommended to implement a longitudinal design, involve more organizations from various sectors, and consider adding other variable including corporate culture and leadership style.

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