



Employee Engagement and Organizational Citizenship Behavior Towards Subjective Well-Being of SLB Negeri Batu Merah Ambon Employee

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ABSTRACT

This study aims to analyze the influence of employee engagement and organizational citizenship behavior on subjective well-being of SLB Negeri Batu Merah Ambon employees. This study uses a quantitative approach with an associative method and a survey with a cross-section technique. The population used in this study were all SLB Negeri Batu Merah Ambon employees totaling 24 people. Determination of the number of saturated samples. Data were analyzed using multiple linear regression analysis. The results of the study concluded that (1) Employee engagement has an effect on Subjective Well-Being of SLB Negeri Batu Merah Ambon Employees; (2) Organizational citizenship behavior has an effect on Subjective Well-Being of SLB Negeri Batu Merah Ambon Employees; (3) Employee engagement and organizational citizenship behavior have an effect on Subjective Well-Being of SLB Negeri Batu Merah Ambon Employees

Keywords: *Employee Engagement, Organizational Citizenship Behaviour,*

Subjective Well-Being

INTRODUCTION

Batu Merah Ambon State Special School, Maluku Province, which was originally a remote class from the Ambon City State Special School located in Nania Village, which due to the social conflict that occurred in Ambon City in 1999, which resulted in the Ambon City State Special School burning down, so that the initiative of the SLB teachers was to establish an alternative school for special education services to children. For Christians, they are placed in the Hiti-hiti hala-hala social shelter in Passo Village, while Muslims are placed in Roko Batu Merah Ambon. The educational journey of the alternative SLB school located in Ruko Batu Merah Ambon until 2006 by obtaining a new school operational permit and becoming the Batu Merah Ambon State Special School. The number of students currently is 130 students with details of 75 male students and 55 female students. The teaching staff at the Batu Merah Ambon State Special School currently numbers 23 people. The existence of the Batu Merah Ambon State Special School is very important as part of efforts to improve the quality of Human Resources, especially for students with special needs. For this reason, SLB Negeri Batu Merah Ambon really needs support from teachers and staff, one of whom has and understands the concept of their well-being and happiness in life as a whole, known as Subjective Well-Being (SWB) (Arifah & Santosa, 2024).

Subjective Well-Being (SWB) is a concept that refers to an individual's subjective evaluation of their well-being and happiness in life as a whole. This involves an individual's perception of life satisfaction, the positive and negative emotional experiences they experience, and the level of satisfaction with various aspects of life such as work, social relationships, and health. The definition of SWB often includes psychological, emotional, and social dimensions, which together form a comprehensive picture of a person's subjective well-being.

SWB for employees, especially employees in Special Needs Schools, is very important because it has a direct impact on their quality of life and the quality of teaching they provide to students. When employees feel happy and satisfied with their work, they tend to be more enthusiastic in providing quality education to students with special needs. High SWB can also increase the level of employee engagement in the teaching and learning process and their emotional bond with students, which in turn can strengthen the relationship between teachers and students in the school. In addition, high SWB also has a positive impact on the mental and physical health of employees in Special Needs Schools. Working in a special education environment like this often requires a high level of patience, empathy, and dedication, thus affecting the mental well-being of employees. By feeling happy and satisfied with their work, employees tend to be better able to cope with stress and pressure that may arise in their work, which can ultimately reduce the risk of burnout and excessive exhaustion. Not only that, high SWB also contributes to a positive atmosphere in Special Needs Schools. When employees feel happy and satisfied with their work, it creates a harmonious and supportive work environment. This positive atmosphere can influence students' motivation and enthusiasm for learning, and create an inclusive and welcoming school culture for all individuals involved (Ariyanto, 2022).

The importance of employee SWB in Special Schools is also reflected in students' academic outcomes and social-emotional development. Employees who feel happy and satisfied with their work tend to be more focused and dedicated in providing support to students in achieving their potential. This can have a positive impact on students' academic progress, as well as on the development of their social and emotional skills, which are an integral part of education in Special Schools.

SWB is one of the research topics that is still being studied, both by academics and practitioners, as research (Khian & Bernarto, 2021) and (Tentama & Yuliantin, 2021) hat Well-being positively influences Organizational Citizenship Behavior (OCB). Likewise, the findings (Purwito et al., 2021) that subjective well-being is estimated to contribute 25.6% to OCB. This is different from (Tentama et al., 2018) which states that it is precisely with the presence of OCB that subjective well-being can be realized in teachers. In relation to employee engagement (Ariyanto, 2022) states that there is a very significant influence between employee engagement and subjective well-being of female vocational high school teachers in Yogyakarta City.

METHOD

This study uses a descriptive-quantitative approach with a causal correlation type, meaning that the relationship between the independent variable and the dependent variable is a causal relationship. The research was conducted at SLB Negeri Batu Merah Ambon. This research was conducted for 2 (two) months, namely June to August 2024. The population used in this study were all employees of SLB Negeri Batu Merah Ambon as many as 24 people. Determination of the number of saturated samples. The research instrument used was a questionnaire. The data analysis technique in this study used descriptive analysis and multiple linear regression analysis with the following equation:

$$Y = b_0 + b_1X_1 + b_2X_2 + e$$

Y = Subjective Well Being

X₁ = Employee Engagement

X₂ = Organizational Citizenship Behaviour

b₀, b₁, b₂ = Regression coefficient

e = error term

RESULT AND DISCUSSION

The influence of independent variables, namely employee engagement and OCB on subjective well being, is known through multiple linear regression calculations. Based on the results of data processing using the SPSS 21.00 program, the following table is obtained:

Table 1 Results of Multiple Linear Regression Analysis

Variable	Regression Coefficient	T count	Sig.	r ² partial
<i>employee engagement</i> (X ₁)	0,395	3,269	0,004	0,538
OCB (X ₂)	0,316	2,940	0,005	0,319
Constanta : 12,765	F. Ratio			: 12,688
R square : 0,547	Prob.			: 0,000
Multiple R : 0,740	n			: 24

Based on Table 1, the multiple regression equation is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

$$Y = 12,765 + 0,395 X_1 + 0,316 X_2 + e$$

The equation above means that:

- 1) The b₀ value of 12.765 indicates that the subjective well being of employees is 12.765 units with the assumption that it is not influenced by employee engagement and OCB.
- 2) The b₁ value of 0.395 is positive, indicating that if employee engagement increases by 1 (one) unit, then the subjective well being of employees will increase by 0.395 units; assuming other variables are constant.
- 3) The b₂ value of 0.316 is positive, indicating that if OCB increases by 1 (one) unit, then the subjective well being of employees will increase by 0.316 units, assuming other variables are constant.

The first and second hypotheses state that employee engagement (X₁) and OCB (X₂) have a partial effect on the dependent variable, namely subjective well being (Y). Testing is carried out by confirming the calculated t value with the t table value at degrees of freedom (df = 21).

- 1) The calculated t value for the employee engagement variable is 3.269 > the t table value (df = 21) of 2.080; so it is concluded that H₀ is rejected, H_a is accepted, which means that employee engagement has a partial effect on employee subjective well-being.
- 2) The calculated t value for the OCB variable is 2.940 > the t table value (df = 21) of 2.080; so it is concluded that H₀ is rejected, H_a is accepted, which means that OCB has a partial effect on employee subjective well-being.

The third hypothesis states that employee engagement and OCB have an effect on the dependent variable, namely subjective well-being (Y) simultaneously. Testing is carried out by confirming the calculated F value with the F table value in df (2) (21). The table above shows the calculated F value of 12.688 > F table in df (2) (21) of 3.47; so it is concluded that H₀ is rejected and H_a is accepted which means that employee engagement (X₁) and OCB (X₂) influence the dependent variable, namely subjective well being (Y) simultaneously. The magnitude of the influence of these two variables is

0.547 or 54.7% of the subjective well being variable is influenced by employee engagement (X1) and OCB (X2) and the remaining 45.3% (100% -54.7%) is influenced by other variables not included in the research model.

Table 1 shows the results of multiple linear regression analysis, where it can be seen that the largest regression coefficient value is the employee engagement variable, as well as the calculated t value and partial r2 value, which indicate that the largest influence comes from the employee engagement variable with a large influence of 53.8%, because it has the largest correlation coefficient value among other variables. The regression coefficient shows the magnitude of the influence of each independent variable (X1 and X2) on the dependent variable (Y) if the magnitude of the other independent variables in the model remains constant.

The Influence of Employee Engagement on Subjective Well Being

The results of the analysis show that employee engagement plays an important role in influencing employee subjective well-being (SWB). This finding is based on the results of statistical tests that show a significant influence, with a calculated t value greater than the t table at a 95% confidence level. Rejection of the null hypothesis (H0) and acceptance of the alternative hypothesis (Ha) confirm that employee engagement, which includes emotional involvement, commitment, and enthusiasm for their work, directly contributes to increased SWB. In other words, the higher the level of employee engagement, the better the subjective well-being felt by employees, including life satisfaction, happiness, and emotional stability.

The results of this study are in line with (Purwito et al., 2021) that workers who have high subjective well-being show better work engagement. The involvement that arises is not only in the jobs that are their job description, but also in jobs that are outside the job description (extra role). Work engagement has a unique contribution to the performance of each employee. Subjective well-being is relatively a stable psychological attribute and is able to reflect a positive level of life in individuals. Individuals who experience high subjective well-being will experience life satisfaction and feel joy more often than they feel unpleasant emotions. Subjective well-being is used to describe a person's quality of life based on an evaluation of their life.

This evaluation includes positive and negative affects, such as assessments and feelings about life satisfaction, reactions to feelings of happiness and sadness, and satisfaction with social life, health, work environment, and other important domains. (A. Pratiwi et al., 2020), (Anggraini et al., 2022), (Muzaki & Anggraeni, 2020), (Rosantono & Sahrah, 2022), (Subeqi & Adi, 2022).

One of the factors that can affect teacher performance is employee engagement. Teachers who have good employee engagement will have a positive attitude towards the organization and the values of the organization in this case the school. Teachers who are aware of working with their colleagues will be able to improve their work so that they can provide great benefits to the school. (Ariyanto, 2022), (Liqwiyanti & Jangkung, 2016), (Maranata & Sahrah, 2022), (Utomo & Widyastuti, 2023).

The Influence of OCB on Subjective Well Being

The analysis conducted shows that the OCB variable has a significant influence on subjective well being. By comparing the calculated t value obtained with the relevant t table, it can be seen that the calculated t value exceeds the t table value. This decision leads to the rejection of the null hypothesis,

while the alternative hypothesis is accepted, which confirms that OCB contributes significantly to subjective well being.

Organizational Citizenship Behavior (OCB) influences subjective well-being (SWB) through its contribution to creating a positive and supportive work environment. OCB, which includes voluntary behaviors such as helping coworkers, maintaining organizational harmony, and demonstrating compliance with rules, can increase a sense of social connectedness and meaning in work. When employees demonstrate OCB, they not only contribute to the success of the organization but also feel greater appreciation, recognition, and emotional satisfaction. This can increase happiness, emotional stability, and satisfaction with life as a whole, thereby strengthening employee subjective well-being. Thus, OCB plays an important role as a factor supporting psychological and emotional well-being in the workplace.

The results of this study are in line with (Suzanna, 2017), (Purwito et al., 2021) that positive emotions are related to individual and group creativity. Individuals with positive affect prefer to evaluate situations effectively and optimistically, so that the resulting assessments and decisions are more positive. Positive affect makes individuals express thoughts and carry out a number of behaviors that are considered important continuously and build intellectual, psychological, social, physical resources over time. Positive affect and well-being in general produce conditions where individuals can explore the environment and approach new goals. related to aspects of altruism and sportsmanship, minimal conflict (both with the organization and coworkers) and the presence of a pleasant emotional atmosphere that can be felt by team members (high positive affectivity tone) makes team interaction and performance much better. Individuals with positive affect tend to have high OCB because of their high desire to help others.

CB is one of the factors that influences subjective well-being. The results of the study (Tentama et al., 2018) showed that there is a positive relationship between organizational citizenship behavior and subjective well-being. With the presence of OCB behavior, employees will be able to help each other or support better work promotions. The presence of employees with OCB behavior in the organization will lead the company to a profitable condition, because employees will work more effectively and will work optimally to maintain the organization if the organization is in poor condition..

Employee engagement and Organizational Citizenship Behavior (OCB) are two important aspects in the workplace that significantly affect subjective well-being (SWB). Employee engagement reflects the extent to which employees feel emotionally, cognitively, and physically involved in their work. Meanwhile, OCB describes voluntary behavior that goes beyond formal tasks, such as helping coworkers and maintaining organizational harmony. These two elements not only contribute to organizational productivity but also affect employees' overall quality of life and happiness.

Employee engagement plays an important role in improving employee SWB. High engagement allows individuals to feel a sense of meaning and purpose in their work. When employees have a sense of enthusiasm, inspiration, and commitment to their tasks, they tend to be more satisfied with their professional and personal lives. This contributes to a positive emotional balance, which is one of the main dimensions of SWB. Thus, a work environment that supports engagement can strengthen employee well-being.

OCB also has a direct impact on SWB. Voluntary behavior such as helping coworkers or supporting organizational initiatives creates a collaborative and harmonious work atmosphere. Employees who engage in OCB often feel intrinsic satisfaction from their actions, which can increase

feelings of happiness and emotional stability. In addition, these contributions make employees feel more valued and connected to their work environment, which are important elements of SWB.

The combination of employee engagement and OCB can have a greater impact on SWB. When employees feel deeply involved in their work and also demonstrate OCB behaviors, they create a more meaningful work experience. This strengthens the social, emotional, and cognitive dimensions of their well-being. For example, engagement in work provides a sense of accomplishment, while OCB strengthens interpersonal relationships and social support in the workplace.

The influence of employee engagement and OCB on SWB is also influenced by the work environment and organizational culture. Organizations that value employee contributions, provide positive feedback, and create a collaborative culture tend to strengthen OCB engagement and behavior. In this context, employee SWB increases because they feel accepted, appreciated, and supported by the organization and their coworkers.

However, it is important to remember that the influence of employee engagement and OCB on SWB does not happen automatically. Organizations need to provide facilities and opportunities that allow employees to be fully involved and support OCB behavior. Training programs, awards for contributions, and the creation of an inclusive work environment can strengthen this relationship. Employees who feel that their efforts are appreciated are more likely to feel higher happiness and well-being.

Thus, employee engagement and OCB have a strategic role in improving employee SWB. These two elements not only drive organizational productivity but also improve the quality of life of employees through a sense of involvement, positive social relationships, and emotional satisfaction. Therefore, organizations that want to maximize the potential of their employees need to pay attention to and integrate strategies to strengthen employee engagement and OCB to support the subjective well-being of the entire work team

CONCLUSION

Employee engagement and organizational citizenship behavior (OCB) have been proven to have a significant influence on subjective well-being of employees at SLB Negeri Batu Merah Ambon. High employee engagement creates a sense of involvement, satisfaction, and commitment of employees to their work, thereby improving their psychological well-being. Meanwhile, OCB, which reflects employees' voluntary behavior to contribute beyond their formal responsibilities, also plays an important role in building positive working relationships and a work atmosphere that supports well-being. Together, these two factors complement each other in creating a conducive work environment, which ultimately improves employee subjective well-being, including aspects of life satisfaction, happiness, and emotional balance. These findings indicate the importance of HR management that focuses on employee engagement and strengthening positive organizational behavior to support employee well-being as a whole.

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