

ABSTRAK

Kondisi pada Dinas Koperasi dan Usaha Kecil Provinsi Jawa Barat menunjukkan bahwa Budaya Organisasi, *Employee Engagement*, dan *Organizational Citizenship Behavior* pegawai masih berada pada kategori kurang baik. Pada Budaya Organisasi, kondisi ini tercermin dari rendahnya dukungan terhadap inovasi, ketelitian kerja, kepedulian terhadap pegawai, serta kerja sama tim. Pada *Employee Engagement*, ditemukan rendahnya energi kerja, rasa bangga terhadap instansi, dan antusiasme kerja. Kondisi tersebut turut tercermin pada *Organizational Citizenship Behavior* yang ditandai rendahnya kepedulian kerja, kontribusi ide, sikap terhadap pekerjaan, penerimaan kondisi kerja, serta kesediaan membantu rekan kerja. Kondisi ini menunjukkan perlunya penguatan faktor organisasi dan keterlibatan pegawai guna mendorong perilaku kerja sukarela yang melampaui tugas formal. Penelitian ini bertujuan menganalisis pengaruh Budaya Organisasi dan *Employee Engagement* terhadap *Organizational Citizenship Behavior* pegawai, baik secara parsial maupun simultan. Penelitian menggunakan metode deskriptif dan verifikatif dengan melibatkan seluruh pegawai sebagai responden. Data dikumpulkan melalui observasi, wawancara, dan kuesioner, lalu dianalisis menggunakan regresi linier berganda, korelasi berganda, koefisien determinasi, serta pengujian hipotesis. Hasil penelitian menunjukkan bahwa Budaya Organisasi dan *Employee Engagement* secara parsial maupun simultan berpengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior*. Artinya, semakin baik budaya organisasi yang diterapkan dan semakin tinggi keterlibatan pegawai, semakin kuat kecenderungan pegawai menunjukkan perilaku positif, sukarela, dan berkontribusi melampaui tuntutan tugas formal. Dengan demikian, perbaikan budaya organisasi melalui peningkatan dukungan inovasi, ketelitian, kepedulian, dan kerja sama tim, serta penguatan keterlibatan pegawai melalui energi kerja, kebanggaan terhadap instansi, dan antusiasme kerja merupakan langkah penting untuk meningkatkan *Organizational Citizenship Behavior* pegawai.

Kata Kunci: Budaya Organisasi, *Employee Engagement*, *Organizational Citizenship Behavior*

ABSTRACT

Conditions at the West Java Provincial Office of Cooperatives and Small Enterprises indicate that Organizational Culture, Employee Engagement, and Organizational Citizenship Behavior among employees remain in a less than favorable category. In terms of Organizational Culture, this condition is reflected in low support for innovation, work accuracy, concern for employees, and teamwork. Regarding Employee Engagement, low levels of work energy, pride in the institution, and work enthusiasm were identified. This condition is also reflected in Organizational Citizenship Behavior, marked by low concern for work and colleagues, contribution of ideas, attitude toward work, acceptance of working conditions, and willingness to assist colleagues. This indicates the need to strengthen organizational factors and employee engagement to encourage voluntary work behavior beyond formal job duties. This study aims to analyze the influence of Organizational Culture and Employee Engagement on employees' Organizational Citizenship Behavior, both partially and simultaneously. The study employed descriptive and verificative methods involving all employees as respondents. Data were collected through observation, interviews, and questionnaires, then analyzed using multiple linear regression, multiple correlation, coefficient of determination, and hypothesis testing. The results show that Organizational Culture and Employee Engagement have a positive and significant effect on Organizational Citizenship Behavior, both partially and simultaneously. This means that the better the organizational culture implemented and the higher the employee engagement, the stronger employees' tendency to demonstrate positive, voluntary behavior and contribute beyond formal job requirements. Thus, improving organizational culture through greater support for innovation, accuracy, concern, and teamwork, along with strengthening employee engagement through work energy, institutional pride, and work enthusiasm, is an important step toward improving employees' Organizational Citizenship Behavior.

Keywords: *Organizational Culture, Employee Engagement, Organizational Citizenship Behavior*