

Job Embeddedness, Emotional Intelligence, And Employee Engagement On Organizational Citizenship Behavior

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Abstract

This study examines the effects of job embeddedness, emotional intelligence, and employee engagement on organizational citizenship behavior (OCB) among employees of the Seluma Regency Fire Department. The study uses a quantitative descriptive research design with a total sampling technique, involving all employees as the research population. Data were collected through questionnaires and analyzed using descriptive analysis, multiple linear regression, and the coefficient of determination (R^2). The results show that job embeddedness, emotional intelligence, and employee engagement each have a positive effect on organizational citizenship behavior. This indicates that stronger organizational attachment, better emotional management, and higher employee involvement in work can increase employees' willingness to perform behaviors that support the organization. Furthermore, these three variables simultaneously have a positive and significant influence on OCB among the employees of the Seluma Regency Fire Department.

Keywords: Job Embeddedness, Emotional Intelligence, Employee Engagement, Organizational Citizenship Behavior

INTRODUCTION

Globalization and technological transformation has encouraged organizations, particularly those in the public sector, to continuously improve service quality (Susanto, 2025). Organizational effectiveness is no longer solely determined by systems, procedures, and facilities but is also strongly influenced by the behavior and contributions of human resources within the organization (Herfianti et al., 2025). In modern management practices, employees are expected not only to perform tasks according to their formal job descriptions but also to demonstrate proactive behaviors that support overall organizational effectiveness (Tambun et al., 2026).

One of the key concepts explaining such behaviors is Organizational Citizenship Behavior (OCB), which refers to voluntary actions performed by employees beyond formal job requirements that contribute positively to organizational performance (Atlennur et al., 2024). Recent studies indicate that OCB plays an important role in improving organizational performance, strengthening teamwork, and supporting the effectiveness of public services (Napitupulu et al., 2026).

In high risk public service organizations, such as fire departments, OCB becomes even more crucial. Firefighters are required not only to follow operational procedures but also to demonstrate strong solidarity, teamwork, and willingness to assist colleagues voluntarily during emergency situations (Setiawati & Arianto, 2024). Research shows that OCB improves team coordination, strengthens trust among employees, and enhances organizational effectiveness in complex working environments (Syaifuddin et al., 2023).

Several organizational behavior factors are believed to influence the emergence of OCB among employees. One of the most frequently studied factors is job embeddedness, which refers to the extent to which employees are attached to their jobs, organizations, and surrounding social environment (Utama & Arianto, 2024). Employees with a high level of organizational attachment tend to demonstrate stronger loyalty and are more likely to voluntarily contribute to organizational success (Astika et al., 2022).

Another factor influencing OCB is emotional intelligence, which refers to an individual's ability to recognize, understand, and manage both personal and others' emotions effectively. In high-pressure work environments such as firefighting, emotional intelligence is crucial for maintaining psychological stability, improving interpersonal communication, and strengthening teamwork.



In addition, employee engagement also plays a significant role in shaping OCB. Employee engagement refers to the emotional, cognitive, and psychological involvement of employees in their work. Employees with high engagement tend to demonstrate greater enthusiasm, dedication, and commitment to organizational goals. Empirical research shows that employee engagement can enhance work motivation, strengthen organizational commitment, and encourage extra-role behaviors that support organizational effectiveness (Simanjuntak et al., 2026).

Within the context of public services in Seluma Regency, particularly in the Seluma Fire Department, OCB plays a strategic role in ensuring effective emergency services for the community. However, preliminary observations indicate that the level of organizational citizenship behavior among some employees is not yet optimal. While some employees show cooperative and responsive attitudes during emergencies, others still demonstrate limited initiative, lower discipline in preparedness, and insufficient teamwork. These conditions suggest that organizational citizenship behavior among firefighters may be influenced by psychological and organizational factors, particularly job embeddedness, emotional intelligence, and employee engagement. Therefore, examining the influence of these variables on OCB becomes essential, especially in high-risk public service organizations such as fire departments.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB) refers to voluntary employee behavior that goes beyond formal job requirements and contributes to organizational effectiveness (A. Susanto, 2023). This behavior includes helping colleagues, maintaining a positive attitude, and complying with organizational norms, even though it is not formally recognized by the reward system (Wijaya, 2023). OCB reflects employees' willingness to perform additional tasks, assist coworkers, and maintain positive work relationships, which collectively support organizational performance and effectiveness (Subhaktiyasa et al., 2023). In organizational contexts, OCB is often associated with behaviors such as voluntarily assisting colleagues, following organizational rules even without supervision, promoting the organization, and maintaining a constructive attitude at work (Soomro & Soomro, 2024).

Job embeddedness refers to the extent to which employees are connected to their jobs and organizations through relationships, compatibility, and perceived sacrifices if they leave the organization (Azazz, 2022). This concept reflects the network of social connections, organizational fit, and benefits that make employees more likely to remain in their jobs (Sender & Eberly, 2025). Employees who experience stronger job embeddedness tend to have higher loyalty and commitment because leaving the organization would involve social, emotional, and professional costs (Dogantekin et al., 2022).

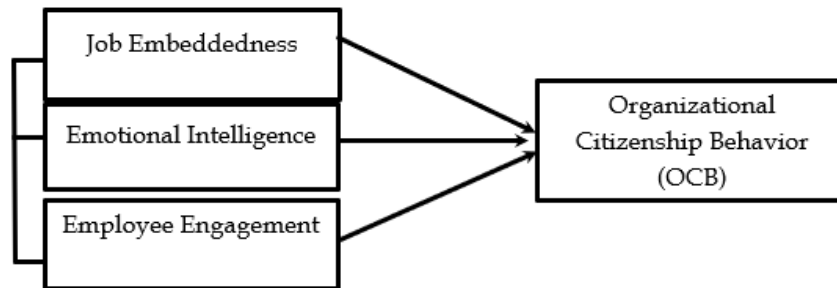
Emotional intelligence is the ability to recognize, understand, and manage one's own emotions as well as the emotions of others in order to guide thinking and behavior effectively (Safi Ullah et al., 2023). Individuals with high emotional intelligence are better able to control impulses, manage stress, motivate themselves, and maintain positive interpersonal relationships (Susetyo, 2021). Emotional intelligence also helps individuals interpret emotional information, respond appropriately to social situations, and build effective collaboration within organizations (Pozo-rico et al., 2023).

Employee engagement refers to the level of emotional, cognitive, and physical involvement of employees in their work and organization (P. C. Susanto et al., 2023). Highly engaged employees demonstrate strong commitment, enthusiasm, and dedication toward their work, which motivates them to contribute beyond formal job requirements (Sofiyani et al., 2022). Employee engagement often develops when employees feel valued, supported, and appreciated by their organization, encouraging them to perform at their best and contribute to organizational success (Gautam, 2024).

Based on the theoretical review, this study examines the influence of job embeddedness, emotional intelligence, and employee engagement on organizational citizenship behavior (OCB) (Raihan et al., 2024). These three variables are considered important factors that can encourage employees to demonstrate voluntary behaviors that support organizational effectiveness. Employees who have strong attachment to their organization, good emotional management, and high involvement in their work are more likely to show positive behaviors beyond their formal job responsibilities. Therefore, this study proposes that job embeddedness, emotional intelligence, and

employee engagement act as independent variables that influence organizational citizenship behavior as the dependent variable. The conceptual framework of this study is presented in Figure 1.

Figure 1. Conceptual Framework



METHODOLOGY

This research uses a quantitative method with an explanatory research design to analyze the effect of job embeddedness, emotional intelligence and employee engagement to organizational citizenship behavior (OCB) of the employee of the Fire Department of the Seluma Regency. The study population comprised all the employees working in the institution and the entire population was included using a total sample technique. Primary data were acquired by structured questionnaire which were directly administered to the respondents. The measurement questions of each construct were derived from previous studies and were measured on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Before hypothesis testing, the instrument was tested for validity and reliability to ensure accurate and consistent measurements.

The acquired data were analyzed by utilizing IBM SPSS Statistics program. Descriptive statistical analysis was used to describe the characteristics of respondents and the distribution of research variables. Besides, to check the applicability of the regression model, standard assumption tests such as normality, multicollinearity, and heteroscedasticity tests were performed. After this, multiple linear regression analysis was used to analyze the partial and simultaneous effects of work embeddedness, emotional intelligence, and employee engagement on OCB. The significance of associations was assessed by t-tests and F-tests at a level of significance of 5% ($p < 0.05$). The coefficient of determination (R^2) was also computed to examine the extent of variance in organizational citizenship behavior explained by the independent variables included in the model. This analytical method offers strong empirical data on the determinants of OCB in the organizational setting of public sector employees.

RESULTS and DISCUSSION

This study examines the influence of job embeddedness, emotional intelligence, and employee engagement on organizational citizenship behavior (OCB) among employees of the Seluma Regency Fire Department.

Validity Test

The validity test was conducted to determine whether each questionnaire item was valid for measuring the research variables. Based on the correlation product moment test, an item is considered valid if the correlation value is greater than 0.349 (Sugiyono, 2020). The validity test results show that all 32 questionnaire items have correlation values greater than 0.349. Therefore, all items are considered valid and suitable for use in this study.

Reliability Test

The reliability test was conducted to measure the consistency of the research instrument. A questionnaire is considered reliable if the Cronbach's Alpha value is greater than 0.60. Based on the

reliability test results using SPSS, all research variables obtained Cronbach's Alpha values greater than 0.60. This indicates that all questionnaire items are reliable and can be used in this research.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to examine the influence of job embeddedness, emotional intelligence, and employee engagement on organizational citizenship behavior. The regression equation obtained is as follows:

$$Y = 7.582 + 0.423X_1 + 0.725X_2 + 0.340X_3$$

The regression results indicate that job embeddedness has a positive regression coefficient of 0.423, meaning that an increase of one unit in job embeddedness will increase organizational citizenship behavior by 0.423 units, assuming other variables remain constant. Emotional intelligence has a regression coefficient of 0.725, indicating that an increase of one unit in emotional intelligence will increase organizational citizenship behavior by 0.725 units. Meanwhile, employee engagement has a regression coefficient of 0.340, which means that an increase of one unit in employee engagement will increase organizational citizenship behavior by 0.340 units.

Coefficient of Determination (R²)

The coefficient of determination analysis shows that the adjusted R² value is 0.897. This means that job embeddedness, emotional intelligence, and employee engagement explain 89.7% of the variance in organizational citizenship behavior among employees of the Seluma Regency Fire Department. The remaining 10.3% is influenced by other variables that were not included in this research model.

t-Test (Partial Hypothesis Testing)

The t-test was used to determine the partial effect of each independent variable on the dependent variable. Based on the SPSS results with a sample size of 52 respondents and three independent variables, the t-table value is 1.67655.

The results show that job embeddedness has a t-value of 3.409, which is greater than the t-table value (3.409 > 1.67655) with a significance value of 0.001 < 0.05. This indicates that job embeddedness has a positive and significant effect on organizational citizenship behavior. Emotional intelligence has a t-value of 8.050, which is greater than the t-table value (8.050 > 1.67655) with a significance value of 0.000 < 0.05. This means that emotional intelligence has a positive and significant effect on organizational citizenship behavior.

Employee engagement has a t-value of 3.515, which is greater than the t-table value (3.515 > 1.67655) with a significance value of 0.001 < 0.05. This indicates that employee engagement also has a positive and significant effect on organizational citizenship behavior among employees of the Seluma Regency Fire Department. This study employed a qualitative approach with transcendental phenomenology, as its primary objective was to deeply understand the meaning and essence of customer experience within the context of organizational change and marketing strategy adaptation.

DISCUSSION

Effect of Job Embeddedness on Organizational Citizenship Behavior (OCB)

The results of the job embeddedness analysis show that t-value > t-table (3.409 > 1.67655) with a significance level of 0.001 < 0.05, indicating that job embeddedness has a positive and significant effect on organizational citizenship behavior (OCB) among employees of the Seluma Regency Fire Department. This finding implies that an increase in job embeddedness leads to higher levels of OCB. The strong attachment to the job and organization encourages employees to engage in voluntary actions beyond their primary duties, such as assisting coworkers, maintaining team cohesion, and actively contributing during emergency fire situations.

Moreover, high job embeddedness fosters better social relationships within the workplace, comfort in teamwork, and loyalty to the institution. These conditions motivate employees to show

greater concern for coworkers and the organization without expecting rewards, for example by providing moral support, sharing critical information in the field, and demonstrating initiative in completing tasks. Such behaviors strengthen a culture of mutual assistance and collaboration, which is essential in firefighting work that requires rapid and coordinated responses. These findings are consistent with the theory proposed by (Liu, 2022), which states that job embeddedness reflects employees' attachment to their work and organization, influenced by both on the job and off the job factors. Stronger alignment and relationships between employees and the organizational community, as well as greater perceived benefits associated with staying, increase employees' willingness to contribute positively (Weinert et al., 2024)(Ekowati et al., 2025).

This result is also supported by the study conducted by (Wijaya, 2024), which found that personality, job embeddedness, and person–job fit influence organizational citizenship behavior. Furthermore, the findings are reinforced by (He et al., 2023), who reported that job embeddedness and perceived organizational support simultaneously contribute to organizational citizenship behavior. Their study also demonstrated that job embeddedness partially influences OCB and serves as a significant predictor of voluntary employee behavior. Overall, these findings emphasize that strengthening job embeddedness can enhance employees' willingness to perform beyond formal job requirements and support organizational effectiveness.

Effect of Emotional Intelligence on Organizational Citizenship Behavior (OCB)

The results for the emotional intelligence variable indicate that $t\text{-value} > t\text{-table}$ ($8.050 > 1.67655$) with a significance level of $0.000 < 0.05$, demonstrating that emotional intelligence has a positive and significant effect on organizational citizenship behavior (OCB) among employees of the Seluma Regency Fire Department. This finding implies that when employees possess stronger abilities to understand their own emotions, manage psychological pressure, and respond wisely to others' emotions, their tendency to display voluntary behaviors beyond formal job responsibilities such as assisting coworkers, maintaining team cohesion, and showing concern for the work environment also increases.

These findings are supported by the theory proposed by (Crane, 2021), which defines emotional intelligence as the ability to recognize, understand, and manage one's own emotions as well as those of others, thereby enabling individuals to use emotional information to guide thinking, decision-making, and effective actions. This capability includes not only awareness of personal feelings but also the ability to build harmonious interpersonal relationships, regulate emotional reactions in difficult situations, and improve performance in both personal and professional contexts.

The results of this study are also consistent with previous research. (Barhate et al., 2025) found that emotional intelligence is significantly related to organizational citizenship behavior, even when other variables such as work–life balance may not show similar effects. Furthermore, (Wang, 2022) reported that emotional intelligence, along with spiritual intelligence, significantly influences organizational citizenship behavior both partially and simultaneously. These findings reinforce the conclusion that higher emotional intelligence encourages employees to demonstrate cooperative, supportive, and proactive behaviors that contribute to organizational effectiveness.

Effect of Employee Engagement on Organizational Citizenship Behavior (OCB)

The results for the employee engagement variable indicate that $t\text{-value} > t\text{-table}$ ($3.515 > 1.67655$) with a significance level of $0.001 < 0.05$, demonstrating that employee engagement has a positive and significant effect on organizational citizenship behavior (OCB) among employees of the Seluma Regency Fire Department. This finding implies that the stronger employees' attachment to their work and organization cognitively, emotionally, and physically—the greater the likelihood that they will voluntarily exhibit OCB. In the firefighting environment, OCB is not merely an extra-role behavior but a strategic behavioral characteristic that often determines the success of rescue operations. At the Seluma Regency Fire Department, increased OCB resulting from engagement is reflected in behaviors such as taking initiative to maintain vehicles and equipment without waiting for instructions, assisting team members during critical situations, creating a supportive work atmosphere, participating in organizational activities outside working hours, and demonstrating

proactive attitudes when sudden emergency calls arise. These behaviors indicate that engagement encourages employees to go beyond fulfilling job obligations and to perceive the organization as part of their personal identity and responsibility.

These findings are supported by (Faris et al., 2024), who defined employee engagement as a condition in which employees fully express themselves physically, cognitively, and emotionally in their work and organization. This attachment reflects a strong sense of care, belonging, and intrinsic motivation to contribute to organizational goals. The results are also consistent with previous studies. (Lubis et al., 2023) found that employee engagement significantly influences organizational commitment and organizational citizenship behavior, with organizational commitment mediating the relationship. Similarly, (Sofiyani et al., 2026) reported that employee engagement, along with employee agility, significantly affects organizational citizenship behavior. These findings reinforce the conclusion that higher employee engagement encourages proactive, cooperative, and voluntary behaviors that enhance organizational effectiveness.

Effect of Job Embeddedness, Emotional Intelligence, and Employee Engagement on Organizational Citizenship Behavior (OCB)

Job embeddedness, emotional intelligence, and employee engagement collectively have a positive and significant effect on organizational citizenship behavior (OCB). This is evidenced by the F-test results showing that $F\text{-value} > F\text{-table}$ ($139.776 > 2.79$) with a significance level of $0.000 < 0.05$. Therefore, hypothesis H4 is accepted, indicating that job embeddedness, emotional intelligence, and employee engagement simultaneously influence organizational citizenship behavior among employees of the Seluma Regency Fire Department. These findings suggest that the combination of strong organizational attachment, emotional competence, and active employee involvement plays an important role in encouraging voluntary behaviors that support organizational effectiveness.

These results are supported by the theoretical perspective proposed by (Azazz, 2022), which explains that organizational citizenship behavior represents voluntary employee behavior not regulated by formal job contracts but capable of enhancing overall organizational performance. Such behaviors include maintaining positive attitudes, assisting coworkers, and complying with social norms within the organization (Weinert et al., 2024). The findings of this study are also consistent with the research conducted by (Sender & Eberly, 2025), which examined the influence of person–organization fit, emotional intelligence, and employee engagement on organizational citizenship behavior. Their results showed that although emotional intelligence and employee engagement did not have significant individual effects, the F-test indicated that the variables jointly influenced organizational citizenship behavior. This reinforces the conclusion that organizational citizenship behavior is shaped by the combined contribution of multiple psychological and organizational factors rather than a single determinant

CONCLUSION

Results of this study examining the influence of job embeddedness, emotional intelligence, and employee engagement on organizational citizenship behavior (OCB) among employees of the Seluma Regency Fire Department, it can be concluded that these three variables have a positive and significant effect on organizational citizenship behavior both partially and simultaneously. This indicates that higher levels of employees' attachment to the organization, stronger emotional management abilities, and greater involvement in their work lead to a higher tendency for employees to demonstrate voluntary behaviors that support organizational effectiveness. Therefore, the Seluma Regency Fire Department is recommended to enhance job embeddedness by creating a conducive work environment, strengthening interpersonal relationships among employees, and providing organizational support along with career development opportunities. In addition, emotional intelligence should be improved through emotional management training, strengthening teamwork, and fostering effective interpersonal communication. Another important effort is to increase employee engagement through work motivation, performance recognition, and involving employees in organizational activities and decision-making processes. These strategies are expected to enhance

organizational citizenship behavior, thereby strengthening teamwork, discipline, and the overall quality of public service delivery.

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