

## **The Effect of Work Engagement and Psychological Empowerment on Employee Performance with Organizational Citizenship Behavior as a Mediating Variable**

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**Abstract:** This research aims to analyze the influence of work engagement, and psychological empowerment on Organizational Citizenship Behavior (OCB) and employee performance as well as analyze the mediating role of OCB on the influence of work engagement and psychological empowerment on performance. This research is quantitative (survey). The type of data used is primary data obtained through distributing questionnaires. The respondents for this research were 255 employees of the Regional Government of Bengkulu Province. The data was analyzed using descriptive analysis and PLS analysis with the help of the SmartPLS version 3 application. Based on research in the field, the results obtained were: (1) The effect of work engagement on employee performance is significant; (2) The effect of psychological empowerment on employee performance is not significant; (3) OCB has a positive effect on performance; (4) The effect of work engagement on OCB is significant; (5) The effect of psychological empowerment on OCB is significantly positive; (6) OCB mediates the effect of work engagement on performance. The mediation role is partial mediation; (7) OCB mediates the effect of psychological empowerment on performance. This study contributes to the development of knowledge related to work engagement, psychological empowerment, and OCB.

**Keywords:** Employee Performance, Organizational Citizenship Behavior, Psychological Empowerment, Work Engagement

### **A. Introduction**

Human resources as the driving element of an organization must have high attitudes and enthusiasm so that they will work harder and produce satisfactory performance. To play a role in global competition, organizations need to continue to develop and improve the quality of the resources owned by the organization to support the development of science and technology (Warisno et al., 2023). Performance is a record of outcomes resulting from the function of a particular job or activity during a certain period (Benardin, O & Russel, 2016). In line with this opinion, Mathis and Jackson (2013) explain that performance is the result of work which is manifested in the form of quantity of output, quality of output, presence at work, and cooperative

attitude. Performance refers to the results and achievements achieved by an employee in carrying out their work or duties (J., 2014). Performance is the level of success a person has in carrying out his responsibilities over a certain period.

A high level of performance will occur if there is an increase in efficiency, effectiveness, and quality in completing tasks assigned by an organization to individuals (Kurniawan et al., 2019). Employee performance can be defined as the level of achievement achieved by an employee in carrying out his duties, both in terms of quality and quantity, and who is responsible for the expected or desired results (Hamzah & Oktarina, 2015). Performance does not come by itself. Instead, an organization must manage the performance of its employees. Measuring employee performance must be done carefully, if employee performance increases, success will affect the achievement of company goals (Afriana et al., 2022; Muhammad Yusup et al., 2019; Prasetyo & Marlina, 2021; Yusup, 2018).

This research focuses on looking at the performance of employees at the Regional Government Office of Bengkulu Province. Provincial regional governments have the authority to regulate and manage government affairs themselves according to the principles of regional autonomy and assistance duties. The human resources who work in the Regional Government of Bengkulu Province are human resources who have the status of State Civil Apparatus (ASN). ASN consists of two groups, namely Civil Servants (PNS) and Government Employees with a Work Agreement (P3K). Based on Article 12 of Law Number 5 of 2014, ASN employees play the role of planners, implementers, and supervisors of the implementation of general government tasks and national development through the implementation of professional public policies and services, free from political interference, and free from the practice of corruption, collusion, and nepotism.

ASN performance assessment is measured using performance assessment principles as regulated in Government Regulation Number 30 of 2019. In this provision, employee performance measurement is based on two dimensions, namely Employee Work Targets (SKP) with a weighted score of 40% and Work Behavior (PKP) with a weighted score of 60%. Employee work targets are the results of work plans that ASN has put into action, whereas work conduct refers to the attitudes, behaviors, or acts that ASN carries out in compliance with the requirements of relevant laws and regulations.

In Government Regulation Number 30 of 2019, the SKP aspect is measured using several indicators, namely: (1) work quantity, (2) work quality, (3) timeliness, and (4) cost accuracy. Meanwhile, the indicators for assessing aspects of employee work behavior are (1) service orientation; (2) commitment; (3) discipline; (4) cooperation; and (5) leadership. These two aspects and indicators are assessed by the employee's direct superior and the results of the civil "servant's" work performance assessment are used as a basis for consideration of the employee's performance assessment. This

is also in line with research conducted Primadani et al. (2023), that the performance of a civil servant ASN is assessed from the aspect of Employee Performance Targets (SKP) which consists of quantity, quality, timeliness, and cost accuracy; and from the Work Behavior (PKP) aspect which consists of service orientation, commitment, discipline, and cooperation and leadership.

A person's performance can be influenced by several factors. According to previous research, employee performance is influenced by several factors, such as work engagement (Sekhar et al., 2018; Tri et al., 2023), psychological empowerment (Kundu et al., 2019), and organizational citizenship behavior (Qalati et al., 2022).

Work engagement is defined as a positive, satisfying, and work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). Work engagement is a form of attachment that develops between a person and their work, causing a person to become enthusiastic about what they do in carrying out their work (D. N. Putri, 2023). Organizations need to ensure that every employee is focused and uses all their abilities in every task to maintain high levels of productivity and functional effectiveness (Lai et al., 2020). Employees who feel engaged in their work tend to be more focused, serious, and enthusiastic about continuing to improve their performance (Susi Mega Setyawati, 2019).

Employees who are engaged in work will pay attention to what they are doing, feel part of the work process, feel integrated, and always concentrate on doing the work. The more employees feel connected to the work they do, the better their performance will be (Bakker, 2008). This is supported by previous research which found that work engagement can influence a person's performance (Breevaart et al., 2015; Cesário & Chambel, 2017; Sekhar et al., 2018; Tisu et al., 2020; Yongxing et al., 2017).

Then, another factor that also influences performance is psychological empowerment. Psychological empowerment is interpreted as a form of motivation which is manifested in four cognitions. The four cognitions are meaning, competence, self-determination, and impact. These four cognitions reflect an active orientation where an individual has the desire and feels capable of realizing his work. Psychological empowerment is a process that influences the innate initiation or persistence in individual behavior within an organization (Conger & Kanungo, 2018). In its implementation, psychological empowerment will make individuals aware of the importance of work for themselves. Individuals who behave in a friendly and polite manner will make co-workers comfortable, which is a reflection of high psychological empowerment (Conger & Kanungo, 2018).

Psychological empowerment relates to a series of psychological conditions that individuals need to feel able to control their roles in carrying out their work, psychological empowerment focuses on the experiences employees have with their

work (Ibrahim, 2020). If employees feel empowered, they will feel more motivated and do more work which will ultimately have an impact on the organization where they work (Richard, 2023). Psychological empowerment has the potential to increase an employee's motivation and can improve their work results (Azlan & Wahab, 2020). The existence of psychological empowerment in employees can increase their productivity in carrying out the work assigned by the organization where they work (Kundu et al., 2019). Psychological empowerment can also be used to describe the level of employee empowerment regarding the meaning of the work they do, their ability to work, their motivation, and how employee independence can influence the results of their work (Tetik, 2016). Psychological empowerment refers to the extent to which individuals can actively shape their work roles and work environments. Several studies related to the influence of psychological empowerment have a positive influence on performance (Kundu et al., 2019; Richard, 2023).

The next factor that influences performance is Organizational citizenship behavior (OCB). OCB is behavior that is carried out voluntarily and is not part of an individual's formal job requirements and contributes to the social environment in the organization. Several dimensions of OCB are altruism, conscientiousness, courtesy, sportsmanship, and civic virtue (Organ, 2018). OCB is defined as voluntary employee behavior carried out by individuals in the work environment, both towards co-workers and the company or organization where they work (Putri & Supriadi, 2022). Individuals with organizational citizenship behavior usually enjoy helping other people's work, volunteer to do more work, tend to avoid conflict, and respect the laws and regulations that apply in the workplace. Employees are considered to have organizational citizenship behavior if their employees actively participate in organizational development (Velickovska, 2017).

Organizational citizenship behavior is defined as voluntary actions carried out by individuals even though these actions are not part of their main duties. This behavior is usually defined as behavior that exceeds obligations and is not related to compensation or wages. In other words, someone who has organizational citizenship behavior will be better prepared to work more than expected. An organization will be successful if its employees not only do their main job, but also want to do additional work and use their time efficiently (Sa'adah & Rijanti, 2022). If employees have organizational citizenship behavior, they will be more motivated to work to improve the condition of the organization for the better (Nilasari et al., 2023). An organization will not be able to survive/prosper without organizational members who behave as 'good citizens' by doing various positive things that are relevant to the organization. Previous research shows that organizational citizenship behavior has a positive effect on performance (Qalati et al., 2022; Vipraprastha et al., 2018).

Several previous studies related to work engagement, psychological empowerment, OCB, and performance, such as Cesário & Chambel, (2017); Sekhar et al., (2018);

Tisu et al., (2020); Yongxing et al., (2017); Farid et al. (2019); Liu et al. (2023) dan Thakre & Mathew (2020). These studies produced findings that work engagement has a significant effect on OCB and employee performance. Furthermore, Qalati et al., (2022); Vipraprastha et al., (2018); Lukito (2020) has succeeded in proving that OCB can influence individual performance. Then Thakre dan Mathew (2020) dan Turnipseed & VandeWaa (2020) provide empirical evidence that psychological empowerment influences employee performance. Even though earlier researchers conducted a great deal of pertinent research, none of these studies examined the impact of psychological empowerment and work engagement on employee performance using OCB as a mediating variable.

Based on the explanation that has been described, researchers are interested in examining the influence of work engagement and psychological empowerment variables on employee performance with Organizational citizenship behavior as a mediating variable. This research focuses on Civil Servants (PNS) in the Regional Government of Bengkulu Province. The hypothesis is built as follows.

**H<sub>1</sub>:** Work engagement has a positive and significant effect on employee performance.

**H<sub>2</sub>:** Psychological empowerment has a positive and significant effect on employee performance.

**H<sub>3</sub>:** Organizational citizenship behavior has a positive and significant effect on employee performance

**H<sub>4</sub>:** Work engagement has a positive and significant effect on employee organizational citizenship behavior

**H<sub>5</sub>:** Psychological empowerment has a positive and significant effect on employee organizational citizenship behavior

**H<sub>6</sub>:** Work engagement has a positive and significant effect on employee performance through organizational citizenship behavior.

**H<sub>7</sub>:** Psychological empowerment has a positive and significant effect on employee performance through organizational citizenship behavior.

## **B. Methods**

This research is quantitative, namely research based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative, with the aim of testing predetermined hypotheses (Sugiyono, 2018). This research uses an explanatory research design with a questionnaire survey to collect primary data. Sugiyono (2018) said that "a questionnaire is a data collection technique that is carried out by giving written questions to respondents to answer". The questionnaire in this research was distributed directly to Civil Servants (PNS) in the Regional Government of Bengkulu Province.

The data collected in the research will first be analyzed descriptively. Descriptive analysis is used to explain and describe research variables according to field phenomena (Sugiyono, 2018). In this descriptive analysis, the frequency of answers and the average value of respondents' answers to the research parameters will be calculated. Descriptive statistics provide an overview or description of data which is a description using tables. This descriptive method will provide a distribution analysis of the frequency and average value (mean) of the responses given by respondents to each indicator in this research. Structural Equation Modeling (SEM) analysis is a type of multivariate analysis that can analyze several variable relationships simultaneously (Wong, 2013).

### **C. Results and Discussion**

This research involved 255 Civil Servant respondents in the Regional Government of Bengkulu Province. In general, research respondents were dominated by female ASN employees, reaching 64.3 percent. This is by actual conditions, that more female ASN employees are placed in the regional government of Bengkulu Province. Then, from the age of the respondents, most were 36-45 years old. This age indicates a productive age, with a long working period and also a long retirement period. This is also supported by the education of the respondents, who on average have a bachelor's degree.

#### **Outer Model Testing**

Outer model testing is used to test the validity and reliability of research data. This validity test is carried out to determine the ability of the research instrument to measure what it should measure (Abdillah & Jogiyanto, 2015b). An indicator is said to be valid if it has a factor loading value  $> 0.50$  (Hair et al., 2015).

Meanwhile, the reliability test is used to measure the consistency of measuring instruments in measuring a concept or can also be used to measure the consistency of respondents in answering statement items in questionnaires or research instruments. Construct reliability in this research will be measured using composite reliability. To be said to be a reliable construct, the composite reliability value must be greater than 0.7 (Hair et al., 2014). The test results with the SmartPLS application are presented in Figure 1 below.

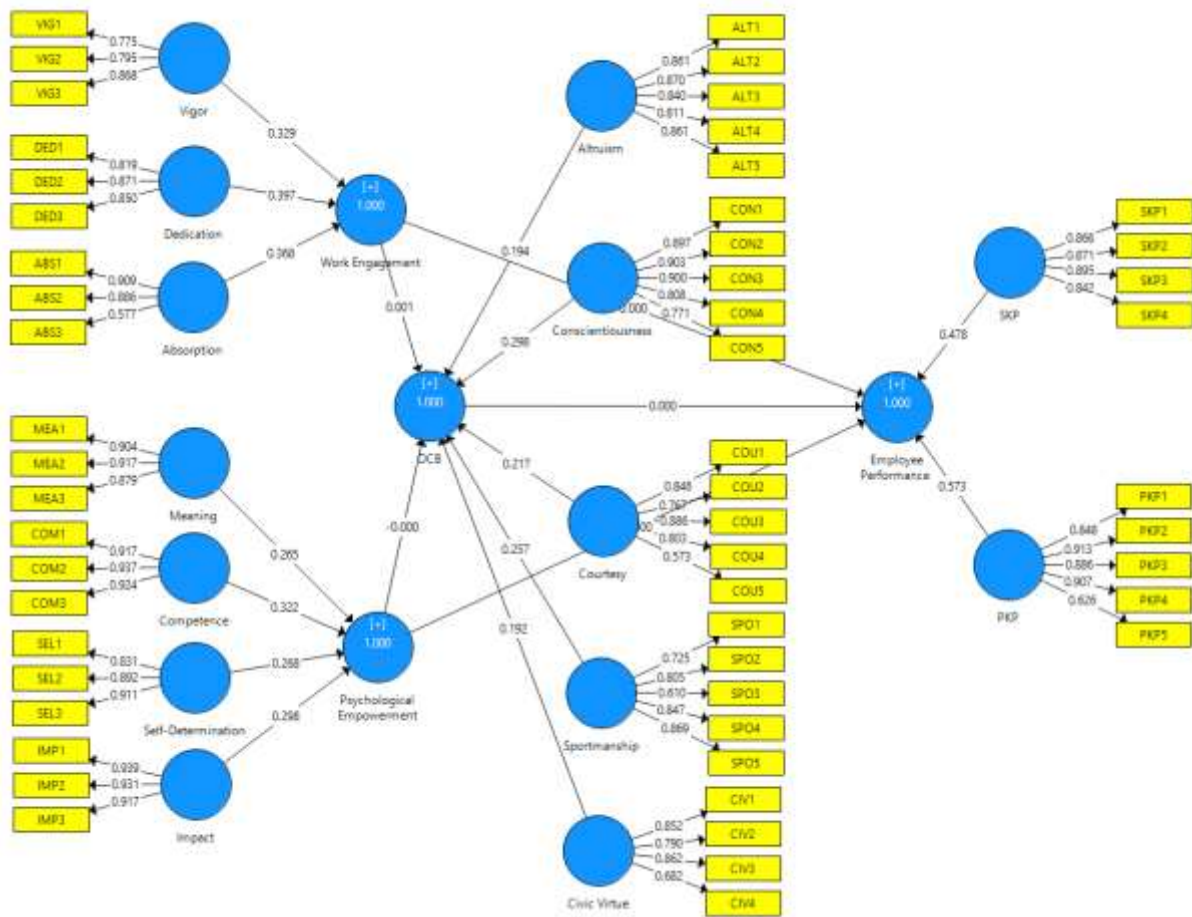


Figure 1. Result of Outer Model Test

In the first stage of validity testing using SEM-PLS, by looking at the factor loading values, all variable construct parameters obtained loading factor values  $> 0.50$ . All indicators or parameters for each dimension of the research variable construct at this stage are retained in the analysis for use in the next PLS testing stage. This means that the indicators analyzed in the measurement model testing at this stage are valid.

Table 1. Construct Reliability Test Results

Construct Variable	Dimension	Results		Results
		Cronbach's Alpha	Compsite Reliability	
Work Engagement	Vigor	0.745	0.854	Reliable
	Dedication	0.803	0.854	Reliable
	Absorption	0.711	0.842	Reliable
Psychological Empowerment	Meaning	0.882	0.927	Reliable
	Competence	0.917	0.947	Reliable
	Self-determination	0.851	0.910	Reliable
Organizational Citizenship Behavior (OCB)	Impact	0.921	0.950	Reliable
	Altruism	0.904	0.928	Reliable
	Conscientiousness	0.909	0.932	Reliable
Employee Performance	Courtesy	0.838	0.886	Reliable
	Sportmanship	0.831	0.882	Reliable
	Civic virtue	0.810	0.876	Reliable
Employee Performance	SKP	0.891	0.925	Reliable
	PKP	0.893	0.923	Reliable

Then, the results of the research variable construct reliability test have a composite reliability value that is above the rule of thumb value of 0.70. So, it can be concluded that from the results of the reliability measurements seen from the composite reliability values, all constructs have met the reliability criteria or it can be said that the measures (indicators) used in this research are reliable.

### Inner Model Testing

In the PLS method, testing the feasibility of the inner model (structural model) is carried out by assessing the R-Square (R<sup>2</sup>) value (Hartono, 2015). The R-square value is used to measure the level of variation in changes in the independent variable. The higher the R-Square value means the better the prediction model of the proposed research model. The R-Square value in this research can be seen in Table 2 below.

**Table 2. R-Square Value Results**

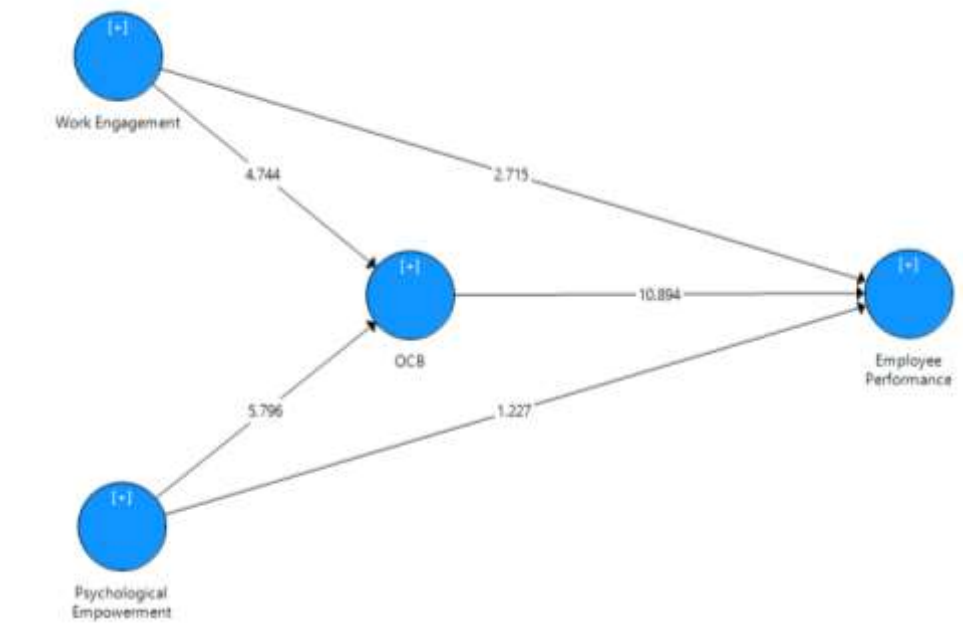
	R Square
Performance	0.796
OCB	0.617

The results of the analysis show that the R-Square value for the structural work engagement, psychological empowerment, and OCB → Performance pathways is 0.796. This means that the variability of employee performance constructs can be explained by the constructs of work engagement, psychological empowerment and OCB, with an influence of 79.6%. The remainder is explained by factors other than the three variable constructs, namely 20.4%. Then on the work engagement and psychological empowerment → OCB route, an R-Square value of 0.617 was obtained. This value means that employee OCB can be explained by work engagement and psychological empowerment of 61.7%, while the remaining 38.3% is influenced by other factors. So, from the results of evaluating the feasibility of the structural model obtained, it can be seen that the independent variable construct can explain the dependent variable construct very well, so that the structural equation model in this research is very suitable for analysis.

### Hypothesis test

In testing the structural path hypothesis, PLS is carried out using bootstrapping iterations. This means that statistical testing of each relationship is carried out using simulation, namely through the bootstrapping method on the sample. Testing with bootstrapping is also intended to minimize the problem of non-normality of research data (Hartono, 2015). The results of testing the structural model in this research can be seen in Figure 2.





**Figure 2. Results of Structural Model Bootstrapping**

In the PLS application output, the estimated results of hypothesis testing using the bootstrapping method are shown in Table 3 below.

**Table 3. Output Path Coefficient Values (Mean, STDEV, T-Statistics)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>OCB -&gt; Performance</b>	0.690	0.684	0.063	10.894	<b>0.000</b>
<b>Psychological empowerment -&gt; Performance</b>	0.084	0.088	0.068	1.227	<b>0.220</b>
<b>Psychological empowerment -&gt; OCB</b>	0.441	0.447	0.076	5.796	<b>0.000</b>
<b>Work engagement -&gt; Performance</b>	0.167	0.168	0.062	2.715	<b>0.007</b>
<b>Work engagement -&gt; OCB</b>	0.375	0.371	0.079	4.744	<b>0.000</b>

Source: Data processing by PLS3, 2023

Test results using bootstrapping from the SmartPLS 3 application are carried out by comparing the t-statistic value (t-value) with the t-table value at an alpha of 5% or the p-value with an alpha value of 0.05. The results of hypothesis testing are explained as follows.

### **Direct Effect Hypothesis Testing Results (Direct Effect)**

#### a. Testing Hypothesis 1 (**H<sub>1</sub>**): The Effect of Work Engagement on Performance

The results of testing the first hypothesis ( $H_1$ ) show that the effect of work engagement on performance is significant. This is proven by the p-value  $0.007 < \alpha 0.05$ . This means that the first hypothesis is accepted. High levels of passion, inspiration, and pride in one's work are characteristics of highly engaged workers. Work engagement is positively correlated with performance and commitment, among other factors. Workers are more likely to perform well and generate better results when they are emotionally, cognitively, and behaviorally engaged at work. This will improve worker performance. By increasing work-employee engagement, businesses may better perform and keep loyal and productive personnel (Tri et al., 2023). An employee will generate better work when they are more engaged in their job. The findings of this study are consistent with earlier research demonstrating the impact of work engagement on employee performance (Insyra, 2022; Sekhar et al., 2018; Tisu et al., 2020; Tri et al., 2023).

#### b. Testing Hypothesis 2 (**H<sub>2</sub>**): The Effect of Psychological Empowerment on Performance

The results of testing the second hypothesis ( $H_2$ ) show that the effect of psychological empowerment on performance is not significant. The p-value of  $0.220 > \alpha 0.05$  supports this. As a result, the second hypothesis is disproved. This means that the changes that occur in psychological empowerment doesn't affect employee performance. Employees already have high performance, even though they do not get full empowerment. The study's findings are consistent with earlier research demonstrating that psychological empowerment doesn't affect employee performance (Alfiana, 2020).

#### c. Testing Hypothesis 3 (**H<sub>3</sub>**): The Effect of OCB on Performance

The results of testing the third hypothesis ( $H_3$ ) show that the effect of OCB on performance is significant. This is proven by a p-value of  $0.000 < \alpha 0.05$ . This means that the third hypothesis is accepted. Organizational citizenship behavior is an attitude where individuals can carry out work outside their responsibilities and have high initiative. When individuals can do this, of course, it will also improve their performance. The more employees try to be 'good citizens' in their work by doing work voluntarily, the more they can improve their performance. The results of this study are in line with previous research which shows that OCB influences employee performance (Khaerunnisa & Rahman Kadir, 2022; Lukito, 2020; Qalati et al., 2022; Vipraprastha et al., 2018).

d. Testing Hypothesis 4 (**H<sub>4</sub>**): The Effect of Work Engagement on OCB

The results of testing the fourth hypothesis (H<sub>4</sub>) show that the influence of work engagement on OCB is significant. This is proven by a p-value of  $0.000 < \alpha 0.05$ . This means that the fourth hypothesis is accepted. Workers are more inclined to go above and beyond the call of duty and put in more time willingly finishing their work if they feel psychologically invested in or devoted to it. This suggests that people who work over their contracted hours exhibit organizational citizenship behavior. Employees who are more engaged at work exhibit better organizational citizenship. The study's findings are consistent with earlier research demonstrating the impact of work engagement on OCB (Farid et al., 2019; Liu et al., 2023; Thakre & Mathew, 2020).

e. Testing Hypothesis 5 (**H<sub>5</sub>**): The Effect of Psychological Empowerment on OCB

The results of testing the fifth hypothesis (H<sub>5</sub>) show that the influence of psychological empowerment on OCB is significant. This is proven by a p-value of  $0.000 < \alpha 0.05$ . This indicates that the fifth theory is agreed upon. Individuals tend to work as much as they feel capable of completing when they have faith in their ability to complete tasks and perform effectively using the abilities and skills they possess. An individual strives harder to exhibit organizational citizenship conduct the more psychologically empowered they feel about themselves. The occurrence of organizational citizenship behavior is positively impacted by psychological empowerment, hence an individual's psychological empowerment will positively impact organizational citizenship conduct (Hidayat & Lukito, 2021). The findings of this study are consistent with earlier research demonstrating the impact of psychological empowerment on OCB (Hidayat & Lukito, 2021; Thakre & Mathew, 2020; Turnipseed & VandeWaa, 2020).

**Hypothesis Testing Results: Indirect Effect**

The indirect impact path values are derived from the SmartPLS 3 application's output, as indicated in Table 4 below.

**Table 4. Output Total Indirect Effect Value (Mean, STDEV, T-Statistics)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Engagement -> OCB -> Performance	0.304	0.305	0.056	5.468	<b>0.000</b>
Psychological Empowerment -> OCB -> Performance	0.259	0.255	0.064	4.068	<b>0.000</b>

Source: Data processing by PLS3, 2023

Table 4 demonstrates that OCB can mediate the relationship between employee performance and psychological empowerment as well as work engagement.

a. Hypothesis Testing Results 6 ( $H_6$ ): The Mediating Role of OCB on the Effect of Work Engagement on Performance

The results of testing the sixth hypothesis ( $H_6$ ) show that the mediating role of OCB on the influence of work engagement on performance is significant. This is proven by a p-value of  $0.000 < \alpha 0.05$ . This indicates that the sixth theory is agreed upon. The mediating role of OCB on the influence of work engagement on performance is partial mediation. When there is a considerable impact on performance from both the direct and indirect effects of work engagement, partial mediation takes place. People with a high degree of work engagement are necessary to improve an employee's performance. These people will put in more effort and be more committed to their task when they feel invested in it. An individual demonstrates higher organizational citizenship the more attached they feel to their work. Numerous other studies have discovered a favorable correlation between organizational citizenship behavior and work engagement (Farid *et al.*, 2019; Liu *et al.*, 2023; Thakre & Mathew, 2020). Additionally, people perform better when they exhibit organizational citizenship behavior. The study's findings are consistent with earlier research demonstrating that OCB can moderate the impact of work engagement on performance (Hadi & Hanif, 2022).

b. Results of Hypothesis Testing 7 ( $H_7$ ): The Mediating Role of OCB on the Effect of Psychological Empowerment on Performance

The results of testing the seventh hypothesis ( $H_7$ ) show that the mediating role of OCB on the influence of psychological empowerment on performance is significant. This is proven by a p-value of  $0.000 < \alpha 0.05$ . This indicates that the seventh theory is agreed upon. Full mediation is the mediating role of OCB on the impact of psychological empowerment on performance. When psychological empowerment has a considerable indirect impact on performance but no discernible direct effect on performance, full mediation takes place. Because organizational citizenship behavior plays a mediating role in examining the relationship between psychological empowerment and organizational citizenship behavior, psychological empowerment can influence an individual to become a "good citizen", which in turn will demonstrate organizational citizenship behavior and, naturally, enhance employee performance. An employee is more motivated to perform effectively at work if they feel more psychologically empowered. In addition, when someone feels good about psychological empowerment, they will exhibit good organizational citizenship, which will enhance worker performance in the end. The study's findings are consistent with earlier studies demonstrating that OCB can mediate the impact of psychological empowerment on performance (Marfuatun & Muafi, 2021; Sukmayanti & Sintaasih, 2018).

## D. Conclusion

Based on the research results, several conclusions can be drawn that: 1) the influence of work engagement on performance is significant. This means that changes in work engagement have a significant impact on employee performance. Changes that occur in work engagement will encourage changes in employee performance. If work engagement is higher, employee performance will also be higher; 2) the effect of psychological empowerment on performance is not significant. This means that the higher the employee's psychological empowerment, doesn't affect on employee performance. Changes that occur in psychological empowerment are not able to encourage changes in employee performance; 3) The effect of work engagement on OCB is significant. This means that changes in work engagement have a significant impact on employee OCB. Changes that occur in work engagement encourage changes in employee OCB. If work engagement is higher, employee OCB will also be higher; 4) the effect of psychological empowerment on OCB is significantly positive. This means that the higher the employee's psychological empowerment, the impact on employee OCB. Changes that occur in psychological empowerment can encourage changes in employee OCB. If psychological empowerment is higher, then employee OCB will also be higher; 5) OCB has a positive effect on performance. Changes that occur in employee OCB can encourage changes in employee performance. This means that the higher the employee's OCB, the impact on the employee's high performance; 6) OCB mediates the effect of work engagement on performance. This means that OCB plays a role in the influence of work engagement on performance. The mediation role is partial mediation; 7) OCB mediates the influence of psychological empowerment on performance. This means that OCB plays a role in the influence of psychological empowerment on performance. The mediation role is full mediation.

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