The Influence of Work Environment, Training, and Organizational Culture on Organizational Citizenship Behavior with Employee Engagement as a Mediating Variable at Perum LPPNPI

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A B S T R A C T

This study aims to analyze the influence of work environment, training, and organizational culture on organizational citizenship behavior with employee engagement as a mediating variable at Perum LPPNPI. The research method uses a quantitative approach with data collection through questionnaires to Perum LPPNPI employees and analyzed using the Partial Least Squares - Structural Equation Modeling method. The results of the study indicate that work environment, training, organizational culture and employee engagement on organizational citizenship behavior. Specifically, employee engagement is proven to be a dominant variable in influencing organizational citizenship behavior while being able to mediate well the influence of work environment, training, and organizational culture on organizational citizenship behavior at Perum LPPNPI. Through these results, it can contribute to the company in making policies and employees in carrying out work activities at Perum LPPNPI.

INTRODUCTION

The Indonesian aviation industry, a strategic sector supporting inter-island connectivity, has continued to experience significant growth in recent years. Data from Perum LPPNPI also shows a significant increase in flight traffic in 2024, with a total of 1,927,793 movements, a 7.01% increase compared to the previous year. International traffic recorded a 13.33% increase, while overflight traffic experienced a drastic 82.98% increase. Although domestic traffic experienced a slight decline, the international and overflight sectors performed very well, indicating a post-pandemic recovery and a significant contribution from the tourism sector and improved international relations (Charli & Mahzum, 2022).

One important factor that can support organizational effectiveness is Organizational Citizenship Behavior (OCB), namely voluntary behavior carried out by employees outside their job obligations that are not directly stated in the job description, but play a very important role in improving the performance and quality of the organization. According to Angelo et al. (2023), OCB arises when employees voluntarily do additional work without expecting compensation, as a form of commitment and sense of responsibility towards the company. At Perum LPPNPI, where the aviation sector faces rapid traffic increases and other operational challenges. Previous studies have examined how OCB correlates with factors such as work environment, training, organizational culture and employee engagement. However, the findings of the literature analysis indicate that there are several gaps that require further research. This is important to gain a clearer understanding of how each variable contributes to OCB.

The Work Environment variable, which refers to working conditions and atmosphere, shows a two-sided influence on OCB. Research by Nursalita & Soliha (2024) shows that a conducive work environment has a positive effect in encouraging employee OCB behavior. However, different results were found by Farisi et al. (2021), who indicated a negative influence of the Work Environment on OCB, which may be caused by factors such as work environment incompatibility or job stress. Regarding the Training variable, which relates to employee training and development programs, some studies, such as those conducted by [1], Prayogi et al. (2021)show a positive influence of training on OCB. Conversely, [Masduki & Survival (2023)2] found the opposite result, namely that training has no effect or even a negative effect on organizational citizenship behavior.

Furthermore, organizational culture, which encompasses organizational values, norms, and practices, also yields contradictory research results. Research by Khatri et al. (2022)concluded that a strong and positive organizational culture can significantly increase OCB. However, research by Yulianto et al. (2023)reported negative effects, possibly caused by a non-inclusive organizational culture or the generation of social pressures. The variable Employee Engagement, which describes the level of employee involvement and commitment to their work, also yielded mixed findings. Research by Alshaabani et al. (2021)found a significant positive relationship between employee engagement and OCB. However, Pratama et al. (2024)it shows that engagement

that is not supported by appropriate resources or management can have a negative impact on OCB behavior.

Through these findings, it can be concluded that there is a significant research gap in the relationship between Work Environment, Training, Organizational Culture, and Employee Engagement on Organizational Citizenship Behavior. The inconsistency of the study results provides an important basis for further research to gain a more comprehensive understanding of the factors influencing OCB, particularly in the context of Perum LPPNPI. This study uses work engagement as a mediator between the influence of Work Environment, Training, and Organizational Culture on Organizational Citizenship Behavior. This is in accordance with research by Robijn et al. (2020) which shows that employee engagement plays a significant role in explaining how organizational conditions can shape positive employee behavior. The same thing was conveyed by Sridadi et al. (2022) that work engagement plays an important role in mediating or connecting factors that can influence Organizational Citizenship Behavior. This study aims to analyze and test the influence of work environment, training, and organizational culture on employee engagement and Organizational Citizenship Behavior (OCB) at Perum LPPNPI, as well as to evaluate the mediating role of employee engagement in this relationship.

LITERATURE REVIEW
Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) occurs when employees perform additional work beyond their job requirements without expecting any reward (Angelo et al., 2023). In the workplace, this kind behavior encourages individuals to express altruistic attitudes toward one another and contributes to effective organizational performance (Turangan & Dewi, 2024). Similarly, Tentama & Yuliantin (2021)OCB refers to employee cooperative behavior that goes beyond the scope of their assigned duties. OCB is employee behavior that goes beyond the formal duties and regulations of the organization, and is not directly compensated or rewarded by the organizational system (Bui et al., 2025). OCB is understood as a form of individual willingness to engage in behavior that is outside of the established role, such as helping coworkers solve work-related problems, or continuing to comply with company rules and discipline even without supervision (Siagian et al., 2023). Internal organs Permana (2023) classify OCB into five main dimensions, namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, each of which reflects a form of positive and constructive behavior in supporting the continuity and success of the organization.

Work Environment

The work environment is the entire space or area where employees carry out their daily work activities (Hajar et al., 2021). The level of engagement generated by the work environment also influences employees' readiness to learn new skills as well as their motivation to achieve superior performance (Wahyuni & Budiono, 2022). Furthermore, the work environment also reflects conditions

related to the characteristics of the workplace that impact employee behavior and attitudes, both physically and psychologically (Grailey et al., 2021). The work environment in an organization has crucial meaning for the individuals who work in it, because the environmental conditions have a direct and indirect influence on the employees (Siagian & Khair, 2021). According to (Rahman et al., 2021) explains that the work environment includes material and psychological conditions that exist in an organization. Material conditions relate to the physical workspace, such as equipment, lighting, and room temperature. Meanwhile, psychological conditions reflect interpersonal relationships between employees, leaders, and coworkers. According to (Nugraha & Arr, 2024), the work environment is also influenced by a number of factors such as the layout of office equipment and the design of the workspace, which determine the overall quality of the physical environment. The Work Environment Scale (WES) is an instrument developed by Moos (1974) to measure individual perceptions of the social climate in the work environment. The WES consists of ten main dimensions divided into three large categories, namely: Relationship Dimensions, Personal Growth/Goal Orientation Dimensions, and System Maintenance and Change Dimensions (Moos in Pandey & Mahesh, 2023).

A conducive work environment plays an important role in creating a comfortable atmosphere and supporting employee productivity. According to Moos in Pandey & Mahesh (2023), aspects such as engagement, superior support, and physical comfort can improve employee psychological well-being. When individuals feel valued, supported, and have freedom at work, they tend to be more emotionally, cognitively, and physically engaged in the tasks they undertake (Schaufeli in Gautam & Kothari, 2021). Therefore, the first hypothesis proposed is:

H1: Work Environment has a positive and significant effect on Employee Engagement.

A healthy and supportive work environment not only increases engagement but also encourages prosocial behaviors such as OCB. When the work environment provides interpersonal support, autonomy, and role clarity, employees feel more comfortable helping colleagues and demonstrating loyalty to the organization (A. O. Siagian et al., 2023). Therefore, the fifth hypothesis proposed is:

H5: Work Environment has a positive and significant effect on Organizational Citizenship Behavior.

Training

Organizational change and development occur from time to time inevitably, either driven by changes within the scope of the organization itself or aimed at increasing effectiveness (Perkasa et al., 2023). In line with the opinion Purnama & Atiza (2025), training is understood as a short-term learning process that is carried out systematically and structured, with a primary focus on improving knowledge and technical skills for non-managerial employees to meet certain goals. According to Dessler in (Hia & Ndraha, 2023), the effectiveness of training in human resource development is greatly influenced by five main dimensions, namely instructors, trainees, training methods, training materials,

and training objectives (Desler in Honnamane et al., 2023). Therefore, the second hypothesis proposed is:

H2: Training has a positive and significant effect on Employee Engagement.

Training programs not only provide technical skills but also instill the values of cooperation, responsibility, and caring for others. Comprehensive training will build social awareness and strengthen intrinsic motivation, thereby encouraging altruistic behavior and sportsmanship at work (Purnama & Atiza, 2025). Therefore, the sixth hypothesis proposed is:

H6: Training has a positive and significant effect on Organizational Citizenship Behavior.

Organizational Culture

Organizational Culture is a complex set of values, beliefs, assumptions, and symbols that define how a company conducts its business (Cao et al., 2025). Grover et al. (2022)explains that organizational culture is an important factor for organizational effectiveness. Robbins Widjaja et al. (2021)explains the characteristics of organizational culture, including innovation and risk-taking, detail-oriented, results-oriented, individual-oriented, team-oriented, aggressive, and stability. Robbins in Widjaja et al. (2021), emphasizes that values such as team orientation, attention to individuals, and innovation encourage employees to feel like an important part of the organization. (Schaufeli in Gautam dan Kothari, 2021). Therefore, the third hypothesis proposed is:

H3: Organizational Culture has a positive and significant effect on Employee Engagement.

An inclusive and people-oriented organizational culture creates a work climate that stimulates loyalty and extra-role behavior. When values such as honesty, teamwork, and responsibility are highly valued, employees are more likely to exhibit OCB behaviors that reflect a sense of ownership of the organization (Grover et al., 2022). Therefore, the seventh hypothesis proposed is:

H7: Organizational Culture has a positive and significant influence on Organizational Citizenship Behavior

Employee Engagement

Employee engagement can be interpreted as defining engagement as "a positive and satisfying state of mind related to work, characterized by vigor, dedication, and absorption" (Schaufeli in Gautam & Kothari, 2021). Ramdhan et al. (2024)suggests that employees achieve optimal levels of engagement when they feel internal communication has met their social needs in workplace relationships. According to Schaufeli in Gautam & Kothari (2021), employee engagement consists of three main dimensions, namely vigor, dedication, and absorption. All three represent positive psychological experiences that individuals feel in the context of everyday work. Employee engagement is one of the main determinants of OCB behavior because employees' emotional and cognitive involvement encourages them to do more than just formal tasks (Permana, 2023). Therefore, the fourth hypothesis proposed is:

H4: Employee Engagement has a positive and significant effect on Organizational Citizenship Behavior.

Employee engagement reflects a positive psychological condition in the form of enthusiasm, dedication, and full attachment to work (in Gautam & Kothari, 2021), which encourages employees to contribute more than their formal duties. Research by Robijn et al. (2020) shows that employee engagement plays a key role in explaining how organizational conditions can shape positive employee behavior. A supportive work environment, effective training programs, and a constructive organizational culture tend to create high levels of emotional and cognitive engagement. Engaged employees have an intrinsic drive to demonstrate OCB behaviors such as helping coworkers, maintaining a work ethic even without supervision, and demonstrating loyalty to the organization. Within the context of the work environment, employee engagement bridges the gap between job satisfaction and support and the desire to contribute voluntarily to the organization. Similarly, appropriate training can boost morale and self-confidence, which in turn encourages OCB behaviors. Meanwhile, a positive organizational culture creates a sense of emotional attachment, which manifests in active engagement and extra contributions from employees. Therefore, the proposed mediation hypothesis is:

H8: Employee Engagement mediates the influence of Work Environment on Organizational Citizenship Behavior.

H9: Employee Engagement mediates the influence of Training on Organizational Citizenship Behavior.

H10: Employee Engagement mediates the influence of Organizational Culture on Organizational Citizenship Behavior.

Referring to the description of the relationship between the variables that has been explained, the framework for this research is presented as follows:
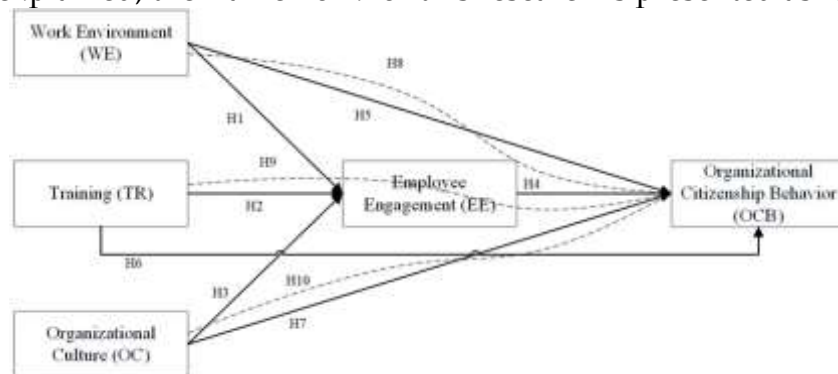

Figure 1. Conceptual Framework

METHODOLOGY

Research design provides researchers with a clearer guideline in conducting their research (Fauziah et al., 2021). In this study, the approach used is quantitative with an explanatory research type. The population in this study were 270 staff of Perum LPPNPI who had worked for more than 10 years. The selected population has experience and in-depth understanding of the work environment and organizational culture, so they are able to provide valid responses related to research variables such as OCB. Determination of the number of samples in this study refers to the Slovin formula, which is designed to determine the sample size of a certain population with a 95% confidence level and a margin of error of 5%, so the number of samples obtained through this

formula is 161 respondents. This research uses data collection carried out using a research instrument in the form of a questionnaire. The questionnaire was developed based on five criteria ranging from strongly disagree to strongly agree. The data analysis method used in this study was Partial Least Squares - Structural Equation Modeling (PLS-SEM). The PLS-SEM method estimates the overall model with the aim of maximizing the explained variance of the dependent construct in the structural model and the indicators in the construct measurement model (Gudergan et al., 2025).

RESEARCH RESULT
Respondent Characteristics

Respondent characteristics are a descriptive description of the respondent's identity according to the research sample that has been determined by the researcher. The purpose of describing the respondent characteristics is to provide an overview of the research sample. This research was conducted on a sample of 161 staff at LPPNPI with the following characteristics:

Table 1. Respondent Demographics

Demographics	Description	Frequency	Percentage
Gender	Male	100	62. 1
	Female	61	37. 9
Respondent Age	20-30 Years	21	13%
	31-40 Years	119	73.9%
	41-50 Years	20	12.4%
	>50 Years	1	0.6%
Length of work	10-12 Years	75	46.6%
	1 3 -1 5 Years	66	41.0%
	1 5 - 20 Years	11	6.8%
	> 20 Years	9	5.6%
Level of education	Diploma	50	31.1%
	Bachelor	95	59.0%
	Master	16	9.9%
Position	Functional	116	72%
	Structural	45	28%

Based on the table above, the characteristics of respondents are known based on the gender of respondents who are staff at Perum LPPNPI. Respondents with the most gender are male respondents with a frequency of 100 respondents or a percentage of 62.1%. In the characteristics of respondents based on the age of respondents who are staff at Perum LPPNPI. Respondents with the most age are in the 30-40 year age category with a frequency of 119 respondents or a percentage of 73.9%. In the characteristics of respondents based on the length of service at Perum LPPNPI. Respondents with the highest frequency were those with a work period of 10-12 years, amounting to 75 respondents or a percentage of 46.6%. The characteristics of respondents based on the level of education of respondents who work at the LPPNPI housing complex. Respondents with the highest frequency were respondents with a bachelor's degree, amounting to 95 respondents or 59%. Meanwhile, the characteristics of respondents are based on the type of position of respondents who work at Perum LPPNPI. Respondents

with the most types of positions were functional position respondents with a frequency of 116 respondents or a percentage of 72%.

Outer Model

Outliers are identified by eliminating one or more indicators that do not have a strong relationship with the latent variable. After outlier analysis, it was found that the work environment variable in questionnaire statements number 3, 11, 12, 16, and 18 will be evaluated or removed because the loading factor value is less than 0.7. The findings of the next study discuss the evaluation of the validity and reliability of the instrument using SmartPLS, which will describe the results of factor loading, composite reliability (CR), Average Variance Extracted (AVE), and Chronbach's alpha (CA) values presented in the following table:

Table 2. Outer Model Results

Variable/Indicator	LF	CR	AVE	CA
Work Environment		0. 970	0.684	0. 967
WE1: I am actively involved in team discussions.	0.856			
WE 2: I am given the opportunity to contribute to decision making.	0.832			
WE4: Relationships between coworkers are harmonious.	0.874			
WE5: The supervisor provides clear direction and support.	0.827			
WE6: Superiors are open to input from subordinates.	0.859			
WE7: I am given the freedom to determine how I work.	0.870			
WE8: Tasks can be completed without continuous direct supervision.	0.805			
WE9: The main focus of work is completing tasks on time	0.831			
WE10: I am aware of the priorities in carrying out tasks.	0.828			
WE13: Roles and responsibilities are well explained	0.854			
WE14: Work objectives are clearly understood.	0.815			
WE15: Superiors monitor work regularly	0.825			
WE17: I was encouraged to convey new ideas	0.773			
WE19: Comfortable workspace that supports productivity	0.783			
WE20: Work facilities are well provided.	0.766			
Training		0.9 73	0. 780	0. 969
The instructor was able to explain the material clearly during the training.	0.828			
The instructor answered the trainees' questions well.	0.884			
I actively participate in training sessions	0.853			
I showed a high interest in learning during training	0.862			
The training method implemented is easy to understand	0.896			
The training is delivered with an interactive approach.	0.923			
Training materials according to job needs	0.901			
Training materials are up-to-date and relevant to the job	0.898			
The training objectives are clearly stated.	0.879			
The training had an impact on improving my work skills.	0.901			
Organizational Culture		0.9 80	0.7 78	0. 978
The organization supports new ideas from employees	0.879			
If employees fail to try new things, they are not immediately punished.	0.847			

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Accuracy is an important part of the job	0.896			
Minor errors are immediately corrected for improvement.	0.917			
The main focus of the organization is the achievement of targets	0.921			
Performance evaluation is based on work results	0.867			
I was treated fairly and humanely	0.877			
Management cares about the welfare of individuals.	0.878			
Work is structured based on teamwork	0.907			
Team success is prioritized over individual success.	0.859			
The organization encourages employees to be competitive and ambitious	0.857			
The organizational work environment is challenging and competitive.	0.886			
The organization maintains policies and procedures consistently	0.872			
Major changes are rarely made unless absolutely necessary.	0.883			
Employee Engagement		0.926	0.6 76	0. 904
I am very enthusiastic about working every day	0.829			
I have high energy when completing tasks.	0.836			
I feel proud to be part of the organization	0.798			
I have a high sense of responsibility towards my work.	0.825			
I was so immersed in work that I forgot the time.	0.832			
I find it difficult to switch from work because I am so focused.	0.813			
Organizational Citizen Behavior		0. 962	0. 715	0.955
I helped my coworkers without being asked	0.720			
I am willing to replace a colleague who is unable to attend.	0.820			
I came on time and obeyed the rules	0.828			
I worked more than expected.	0.905			
I don't complain even though I face difficult conditions	0.839			
I accept the organization's decision positively.	0.853			
I maintain polite communication with my coworkers	0.883			
I prevent the emergence of conflict through a wise attitude.	0.875			
I am active in organizational activities outside of my main duties in the organization.	0.847			
I show concern for the development of the organization.	0.873			

Based on the table above, it can be concluded that all indicators in this study are valid. This is indicated by all indicators in the three variables having outer loading values >7, thus passing the test and ensuring that all data are valid. Furthermore, the AVE value for all variables is greater than 0.5, indicating that each variable in this study has a good AVE value. Furthermore, the composite reliability and Cronbach's alpha values for all endogenous and exogenous latent variables are declared reliable because the reliability value is >0.8.

Hypothesis Testing

Hypothesis testing in this study aims to test the hypothesis on the direct and indirect influence between variables in this study so that the results of the hypothesis testing can be seen in the following table:

Table 3. Direct Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work Environment -> Employer Engagement	0.307	0.307	0.159	3,932	0.004
Training -> Employee Engagement	0.209	0.202	0.131	2,589	0.013
Organizational Culture -> Employee Engagement	0.313	0.317	0.071	4,397	0.000
Employee Engagement -> OCB	0.509	0.476	0.117	4,371	0.000
Work Environment -> OCB	0.195	0.224	0.139	2,407	0.016
Training -> OCB	0.144	0.138	0.071	2,024	0.044
Organizational Culture -> OCB	0.165	0.171	0.087	2,095	0.039
Work Environment -> Employer Engagement -> OCB	0.156	0.135	0.062	2,506	0.013
Training -> Employee Engagement -> OCB	0.106	0.104	0.075	2,410	0.019
Organizational Culture -> Employee Engagement -> OCB	0.159	0.153	0.055	2,894	0.004

The table above presents direct and indirect hypothesis tests between exogenous and endogenous variables and intervening variables which can be concluded in several points as follows:

1. the work environment variable Employee engagement shows a t-count value of 3.932 > 1.654 with a P value of 0.004 < 0.05. So, the t-count > t-table with a P value < 0.05, thus this study accepts H1 and rejects H0. So, this study concludes that Work Environment (WE) has a positive and significant effect on Employee Engagement (EE) on employees at the Indonesian Aviation Navigation Service Provider Agency (LPPNPI).
2. the training variable Employee engagement shows a t-count value of 2.589 > 1.654 with a P value of 0.013 < 0.05. So, the t-count > t-table with a P value < 0.05, thus this study accepts H2 and rejects H0. So, this study concludes that Training (TR) has a positive and significant effect on Employee Engagement (EE) on employees at the Indonesian Aviation Navigation Service Provider Agency (LPPNPI).
3. organizational culture variables Employee engagement shows a t-count value of 4.397 > 1.654 with a P value of 0.000 < 0.05. So, t-count > t-table with a P value < 0.05, thus this study accepts H3 and rejects H0. So, this study concludes that Organizational culture (OC) has a positive and significant effect on Employee Engagement (EE) on employees at the Indonesian Aviation Navigation Service Provider (LPPNPI) Public Corporation.
4. employee engagement variable on Organizational Citizen Behavior shows a t-value of 4.371 > 1.654 with a P value of 0.000 < 0.05. So, the t-value > t-table with a P value < 0.05, thus this study accepts H4 and rejects H0. Therefore, this study concludes that Employee Engagement (EE) has a positive and

significant effect on Organizational Citizen Behavior (OCB). to employees at the Indonesian Aviation Navigation Service Provider Institution (LPPNPI).

5. The influence of the work environment variable on Organizational Citizen Behavior shows a t-value of 2.407 > 1.654 with a P value of 0.016 < 0.05. Therefore, t-count > t-table with a P value < 0.05, thus this study accepts H5 and rejects H0. Therefore, this study concludes that Work Environment (WE) has a positive and significant effect on Organizational Citizen Behavior (OCB). to employees at the Indonesian Aviation Navigation Service Provider Institution (LPPNPI).

6. The influence of the training variable on Organizational Citizen Behavior shows a t-value of 2.024 > 1.654 with a P value of 0.044 < 0.05. Therefore, t-count > t-table with a P value < 0.05, thus this study accepts H6 and rejects H0. Therefore, this study concludes that Training (TR) has a positive and significant effect on Organizational Citizen Behavior (OCB). to employees at the Indonesian Aviation Navigation Service Provider Institution (LPPNPI).

7. The influence of organizational culture variables on Organizational Citizen Behavior shows a t-value of 2.095 > 1.654 with a P value of 0.039 < 0.05. Therefore, t-count > t-table with a P value < 0.05, thus this study accepts H7 and rejects H0. Therefore, this study concludes that Organizational Culture (OC) has a positive and significant effect on Organizational Citizen Behavior (OCB). to employees at the Indonesian Aviation Navigation Service Provider Institution (LPPNPI).

8. The influence of Work Environment (WE) on Organizational Citizen Behavior (OCB) through Employee Engagement (EE) shows that the t-statistic value shows a value of 2.506 > 1.654 with a P value of 0.013 < 0.05, so the hypothesis in this study shows that H8 is accepted and H0 is rejected. Thus, it can be concluded that Employee Engagement (EE) is able to mediate the influence of Work Environment (WE) on Organizational Citizen Behavior (OCB) or Work Environment (WE) has a positive and significant effect on Organizational Citizen Behavior (OCB) mediated by Employee Engagement (EE) on employees at Perum Lembaga Penyelenggara Pelayanan Navigation Udara Indonesia (LPPNPI).

9. The effect of Training (TR) on Organizational Citizen Behavior (OCB) through Employee Engagement (EE) shows that the t-statistic value shows a value of 2,410 > 1.654 with a P value of 0.019 < 0.05, so the hypothesis in this study shows that H9 is accepted and H0 is rejected. Thus, it can be concluded that Employee Engagement (EE) is able to mediate the effect of Training (TR) on Organizational Citizen Behavior (OCB) or Training (TR) has a positive and significant effect on Organizational Citizen Behavior (OCB) mediated by Employee Engagement (EE) on employees at the Indonesian Aviation Navigation Service Provider (LPPNPI).

10. The influence of Organizational Culture (OC) on Organizational Citizen Behavior (OCB) through Employee Engagement (EE) shows that the t-statistic value shows a value of 2.894> 1.654 with a P value of 0.004 <0.05, so the hypothesis in this study shows that H10 is accepted and H0 is rejected. Thus, it can be concluded that Employee Engagement (EE) is able to mediate the influence of Organizational Culture (OC) on Organizational Citizen Behavior

(OCB) or Organizational Culture (OC) has a positive and significant effect on Organizational Citizen Behavior (OCB) mediated by Employee Engagement (EE) on employees at Perum Lembaga Penyelenggara Pelayanan Navigation Udara Indonesia (LPPNPI).

DISCUSSION

The results of the study indicate that Work Environment has a positive and significant effect on Employee Engagement among employees at the Indonesian Aviation Navigation Service Provider (LPPNPI). This finding aligns with research by showing Pandey dan Mahesh (2023) that work environment influences Employee Engagement. A conducive work environment plays a crucial role in creating a comfortable atmosphere and supporting employee productivity. According to Moos Pandey &Mahesh (2023), aspects such as engagement, superior support, and physical comfort can improve employee psychological well-being. When individuals feel valued, supported, and have freedom at work, they tend to be more emotionally, cognitively, and physically engaged in the tasks they undertake (Schaufeli in Gautam & Kothari, 2021).

These results indicate that a safe and comfortable work environment is an important factor in increasing employee engagement at LPPNPI. As an air navigation service provider, employees at LPPNPI work under high pressure, demanding accuracy and full concentration. Therefore, ergonomic work facilities, adequate lighting, and an organized work system will help create physical and psychological comfort. When employees feel their work environment is supportive, their focus and dedication to their work increase, which directly strengthens their commitment to the organization. In addition to the physical aspect, the social atmosphere in the workplace is also an important part of the work environment that influences employee engagement. A conducive, collaborative work environment that is open to two-way communication will foster healthy working relationships among employees and between superiors and subordinates. At LPPNPI, which requires high coordination between operational divisions such as ATC and navigation technicians, a harmonious work culture will create trust, mutual support, and enhance teamwork. This strengthens employees' sense of ownership and commitment to the company's goals.

The results of the study show that Training has a positive and significant effect on Employee Engagement of employees at the Indonesian Aviation Navigation Service Provider Institution (LPPNPI). This result is in line with research by Honnamane et al. (2023) that training has a significant effect on employee engagement. Effective training serves as a means of improving employee competence, motivation, and self-confidence. Dessler explains that a structured training program, with qualified instructors and appropriate methods, can increase learning enthusiasm and job-relevance of skills. When training is tailored to individual needs, employees feel more engaged in their work because they see opportunities for self-development (Robijn in Honnamane et al., 2023).

These results indicate that training plays a crucial role in improving employee engagement by providing employees with the knowledge, skills, and confidence needed to perform their duties optimally. In the LPPNPI work environment, which is heavily responsible for aviation safety, appropriate training

will help employees deeply understand safety procedures, technology, and standards. When employees feel equipped with relevant and up-to-date skills, they tend to be more actively engaged and competent in completing their tasks. Beyond improving technical competency, training also serves as a tangible demonstration of the organization's commitment to employee career development. At LPPNPI, regular training demonstrates that the company focuses not only on short-term performance results but also on the growth and future of its employees. This sense of appreciation and support from the organization drives employees to become more loyal and emotionally engaged with the institution, thus increasing their overall engagement.

The results of the study indicate that Organizational culture has a positive and significant effect on Employee Engagement on employees at the Indonesian Aviation Navigation Service Provider (LPPNPI). This result is in line with research by Widjaja et al. (2021) that Organizational culture has a significant effect on Employee Engagement. A strong organizational culture provides direction, meaning, and a sense of togetherness in carrying out work. Robbins in Widjaja et al. (2021), emphasizes that values such as team orientation, attention to individuals, and innovation encourage employees to feel like an important part of the organization. When these values align with personal and professional needs, employees will show a high level of engagement because they feel their work is meaningful and enjoyable (Schaufeli in Gautam dan Kothari, 2021).

Based on the findings, it can be concluded that organizational culture is the primary foundation that shapes attitudes, behaviors, and interaction patterns in the workplace. At LPPNPI, as an institution that plays a vital role in ensuring the safety and efficiency of national air navigation, an organizational culture that emphasizes professionalism, responsibility, and collaboration is crucial. When these values are deeply embedded in employees' daily work, they foster a high level of emotional and psychological engagement with the organization. Employees feel connected to the institution through its values and vision, thus enhancing their commitment to their work. A strong organizational culture also creates a collective identity and sense of belonging among employees. At LPPNPI, which comprises various technical and administrative functions, a cohesive organizational culture helps unite employees from diverse backgrounds into a shared work ethic. When employees feel part of a valued and respected organizational culture, their loyalty increases and they are encouraged to engage more deeply in their duties and responsibilities.

The results of the study show that Employee Engagement has a positive and significant effect on OCB of employees at the Indonesian Aviation Navigation Service Provider Institution (LPPNPI). This result is in line with research Permana (2023)that employee engagement has a significant influence on OCB. Employee engagement is a key determinant of OCB behavior because employees' emotional and cognitive involvement drives them to go beyond formal tasks. Individuals with vigor, dedication, and absorption tend to exhibit high levels of altruism, conscientiousness, and civic virtue (Permana, 2023). Employees who feel connected to their work are more likely to take the initiative to help coworkers and support the organization without being asked.

These results indicate that Employee Engagement is a condition where employees are emotionally, cognitively, and physically fully involved in their work and organization. At LPPNPI, employee engagement with the organization's tasks and vision will encourages them to not only carry out formal duties but also demonstrate extra-role behavior or behavior outside of their job descriptions. Engaged employees tend to have a strong sense of responsibility and commitment to the success of the organization, so they are willing to help colleagues, take the initiative in solving problems, and maintain a positive work environment, which are tangible forms of OCB. High engagement also makes employees more proactive in contributing ideas, providing solutions, and supporting changes and innovations needed in air navigation operations. In the LPPNPI work environment that demands high accuracy and reliability, additional contributions from engaged employees are crucial to maintaining smooth operations. Employee engagement is the foundation for OCB because it encourages employees to work beyond what is required, without expecting direct rewards.

The study found that the Work Environment had a positive and significant effect on OCB among employees at the Indonesian Aviation Navigation Service Provider (LPPNPI). This finding aligns with research Siagian et al. (2023) that shows the work environment influences organizational citizenship behavior. A healthy and supportive work environment not only increases engagement but also encourages prosocial behavior such as OCB. When the work environment provides interpersonal support, autonomy, and role clarity, employees feel more comfortable helping colleagues and showing loyalty to the organization (Siagian et al., 2023).

These results indicate that a conducive work environment plays a significant role in encouraging OCB, which is voluntary employee behavior that goes beyond formal duties. At LPPNPI, which is responsible for national air navigation services, a safe, comfortable, and physically and psychologically supportive work environment makes employees feel more valued and cared for. When employees feel satisfied and at home in the workplace, they tend to show more initiative, help coworkers, and maintain a harmonious work environment without being asked. A supportive work environment also creates psychological safety, enabling employees to be open, take initiative, and actively participate in efforts to improve organizational performance. At LPPNPI, which relies on cross-divisional collaboration between departments such as ATC, navigation equipment technicians, and operational management, a work climate of mutual respect and freedom from excessive pressure is crucial. In such an atmosphere, employees feel free to demonstrate OCB behaviors such as providing constructive feedback, maintaining a strong work ethic, and taking on roles beyond their job descriptions.

The results of the study found that Training had a positive and significant effect on OCB among employees at the Indonesian Aviation Navigation Service Provider (LPPNPI). This result is in line with research by Purnama & Atiza (2025) that training has an effect on OCB. The training program not only provides technical skills, but also instills the values of cooperation, responsibility, and concern for others. Comprehensive training will build social awareness and strengthen intrinsic motivation, thereby encouraging the emergence of altruistic behavior and sportsmanship in work (Purnama & Nur Atiza, 2025).

This research demonstrates that training is an organizational strategy for improving employee capacity and readiness to face work challenges. At LPPNPI, which operates in a vital sector such as air navigation, training not only aims to meet technical competencies but also fosters proactive employee attitudes and behaviors. When employees receive relevant and high-quality training, they not only become more competent but also feel valued by the organization. These feelings can trigger voluntary behavior such as helping coworkers, providing new ideas, and caring about the progress of the organization, the core of OCB. Effective training can also build employee confidence and responsibility. When employees feel competent because they have been equipped with the latest knowledge and skills, they tend to show greater initiative in completing work and contributing beyond their primary duties. In the LPPNPI work environment, which requires precision and a high level of responsibility for aviation safety, ongoing training is a crucial driver for the emergence of OCBs such as the willingness to work overtime when needed, assist colleagues in urgent situations, or maintain order and safety in the workplace.

The research results show that Organizational Culture has a positive and significant effect on OCB among employees at the Indonesian Aviation Navigation Service Provider Agency (LPPNPI). This result is in line with research by Grover et al. (2022) that organizational culture has a significant effect on OCB. An inclusive and people-oriented organizational culture creates a work climate that stimulates loyalty and extra-role behavior. When values such as honesty, teamwork, and responsibility are upheld, employees are more likely to exhibit OCB behaviors that reflect a sense of ownership in the organization (Grover et al., 2022).

These results indicate that a strong and positive organizational culture plays a significant role in shaping employee voluntary behavior or OCB. At Perum LPPNPI, a work culture that emphasizes integrity, collaboration, professionalism, and safety will shape behavioral norms that encourage employees to contribute beyond formal duties. When the organizational culture aligns with employees' personal values, they will be encouraged to help colleagues, maintain work ethics, and actively support various organizational activities voluntarily. A good organizational culture creates a supportive and respectful work environment. In the context of LPPNPI, cross-unit collaboration such as between ATC officers, navigation technicians, and management requires high synergy. A culture that fosters mutual trust, open communication, and shared responsibility will encourage employees to demonstrate OCB behaviors, such as helping each other (altruism), maintaining a harmonious work atmosphere (sportsmanship), and caring for the organization's progress (civic virtue).

The results of the study indicate that Employee Engagement is able to mediate the influence of Work Environment on OCB or Work Environment has a positive and significant effect on OCB mediated by Employee Engagement on employees at Perum Lembaga Penyelenggara Pelayanan Navigation Udara Indonesia (LPPNPI). These results are in line with research by Robijn et al. (2020) which shows that employee engagement plays an important mediator in explaining how organizational conditions can shape positive employee behavior. A supportive work environment, effective training programs, and a constructive organizational culture tend to create high emotional and cognitive engagement.

Engaged employees have an intrinsic drive to demonstrate OCB behaviors such as helping coworkers, maintaining work ethics even without supervision, and showing loyalty to the organization.

These results indicate that a positive work environment can directly encourage OCB, but its impact will be stronger and more significant if mediated by Employee Engagement. At LPPNPI, when the work environment is physically and psychologically supportive, such as a comfortable workspace, operational security, good social relationships, and supportive leadership, this will increase employee engagement with their work. Employee engagement is what bridges the gap between environmental comfort and employees' internal drive to contribute beyond formal duties. Employees who feel emotionally and cognitively engaged with their work tend to demonstrate high enthusiasm, dedication, and energy in their activities. In the context of LPPNPI, which operates in the public safety sector, employee engagement is crucial. Employee engagement encourages employees to feel a sense of ownership within the organization, and from this feeling grows OCB behaviors such as a willingness to help coworkers, loyalty to the institution, and initiatives to maintain operational efficiency and security. A positive work environment does provide external stimuli, but without internal engagement, the drive to engage in extra-role behaviors will be suboptimal. Employee engagement plays a role in strengthening employees' perception that they are not merely present as workers, but also as an important part of a system that must be maintained and developed. In this environment, OCB is a natural response from engaged employees because they want to make their best contribution to collective success.

The results of the study found that Employee Engagement was able to mediate the influence of Training on OCB or Training had a positive and significant effect on OCB mediated by Employee Engagement on employees at the Indonesian Aviation Navigation Service Provider Agency (LPPNPI) . These results are in line with research by Robijn et al. (2020) which shows that employee engagement plays an important mediator in explaining how organizational conditions can shape positive employee behavior. A supportive work environment, effective training programs, and a constructive organizational culture tend to create high emotional and cognitive engagement. Engaged employees have an intrinsic drive to demonstrate OCB behaviors such as helping coworkers, maintaining work ethics even without supervision, and demonstrating loyalty to the organization.

These results indicate that training is a strategic step for organizations to improve employee competency and work readiness. However, the effects of training do not necessarily result in extra-role behavior such as OCB, unless employees feel emotionally and cognitively involved in their work. This is where Employee Engagement plays a mediating role. When training provided by LPPNPI improves skills and confidence, it fosters employee self-confidence, pride, and engagement with their work, ultimately fostering OCB.

Employees who feel their engagement increased through training will be more motivated to contribute beyond formal requirements. In a work environment like LPPNPI, which relies heavily on reliable and speedy decision-making (for example, by ATC officers or navigation systems technicians), effective training

makes employees feel empowered and relevant to their roles. This attachment is what drives them to demonstrate OCB behaviors such as helping coworkers, following rules even when unsupervised, and caring about the overall condition of the organization. Without emotional involvement or engagement, the benefits of training will be limited to technical knowledge and will not necessarily encourage employees to make voluntary contributions. Training provides "capacity," but engagement creates the "desire" to do more. Employees who are engaged because they feel the training has equipped them for success will be internally motivated to give more to the organization not only to fulfill their duties, but also to maintain work harmony, help the team, and provide constructive feedback.

The results of the study indicate that Employee Engagement is able to mediate the influence of Organizational Culture on OCB or Organizational Culture has a positive and significant effect on OCB mediated by Employee Engagement on employees at the Indonesian Aviation Navigation Service Provider (LPPNPI). These results are in line with research by Robijn et al. (2020) which shows that employee engagement plays an important mediator in explaining how organizational conditions can shape positive employee behavior. A supportive work environment, effective training programs, and a constructive organizational culture tend to create high emotional and cognitive engagement. Engaged employees have an intrinsic drive to demonstrate OCB behaviors such as helping coworkers, maintaining work ethics even without supervision, and demonstrating loyalty to the organization.

These results indicate that a strong and positive organizational culture plays an important role in shaping employee attitudes and behavior. However, the influence of organizational culture on voluntary behavior such as OCB is not entirely direct, but can be mediated by the level of employee engagement or Employee Engagement. At LPPNPI, a work culture that emphasizes integrity, cooperation, and safety will create a work atmosphere that supports the growth of employee engagement. When organizational culture is accepted and internalized by employees, this will increase the sense of ownership and responsibility for the work, which then encourages the emergence of OCB. Employee Engagement acts as a psychological bridge that connects the values of the organizational culture with the concrete actions taken by employees. A healthy organizational culture creates the belief that their work is meaningful and valuable, so that employees feel more emotionally and cognitively involved. This involvement makes them more likely to do positive things outside of their formal duties, such as helping coworkers, maintaining an orderly work environment, or providing constructive input, all of which are important forms of OCB in supporting smooth operations at LPPNPI.

CONCLUSION AND RECOMMENDATION

The results of the study indicate that work environment, training, organizational culture and employee engagement have an impact on organizational citizenship behavior. Specifically, employee engagement is proven to be a dominant variable in influencing organizational citizenship behavior while also being able to mediate well the influence of work environment, training, and

organizational culture on organizational citizenship behavior at Perum LPPNPI. These results provide implications for the company to continue to maintain and strengthen the quality of the Work Environment by emphasizing the importance of harmonious working relationships among employees, while increasing employee understanding of their work through clearer and more effective communication. In the Training aspect, the company needs to design a more explicit method of conveying training objectives so that they are not only easy to understand, but also perceived as relevant to the development of employee competencies in the field of aviation navigation. In the Organizational Culture aspect, management needs to maintain concern for the welfare of individual employees, and be more proactive in managing change so that it is not only carried out when urgent, but as part of continuous innovation. By strengthening these three variables, the company will be increasingly able to increase Employee Engagement which has been proven to be a dominant factor in driving organizational citizenship behavior.

ADVANCED RESEARCH

For further research, it is recommended to expand the study to other units or agencies in the aviation and transportation sectors to obtain a more comprehensive comparison. Furthermore, future research could include other variables that also influence OCB, such as transformational leadership, job satisfaction, or organizational justice. Qualitative or mixed methods approaches could be used to further explore the dynamics of engagement and OCB within the context of aviation work culture.

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