Blending Work Values, Engagement, and Satisfaction to Drive OCB in Technopreneurial Startups

Lista Meria[1*] (iD), Syamsul Hidayat[2] (iD), Nila D. Santiago[3] (iD), Saukani[4] (iD), Sita Husnul Khotimah[5] (iD)

[1]Faculty of Business and Management, Esa Unggul University, Indonesia
[2]Postgraduate Program, Universitas Negeri Jakarta, Indonesia
[3]College of Computer Studies, Technological Institute of the Philippines, Quezon City, Philippines
[4]Faculty of Education, Universitas Muhammadiyah Pringsewu, Indonesia
[5]Faculty of Education, Sekolah Tinggi Agama Islam Alhikmah Jakarta, Indonesia
[1]lista.meria@esaunggul.ac.id, [2]syamsulhidayat_9917921001@mhs.unj.ac.id, [3]nsantiago.it@tip.edu.ph, [4]saukani@umpri.ac.id
[5]sitahusnulkhotimah@alhikmahjkt.ac.id
*Corresponding Author

Article Info

ABSTRACT

In startup companies, financial and other resources are often still limited, so human resources are a valuable asset that plays a crucial role in running an entrepreneur. Organizational Citizenship Behaviors (OCB) support new companies or startups success and growth. OCB can increase efficiency and productivity, create a positive work environment, and improve the ability to adapt to change. Therefore, startup companies must encourage and foster OCB among employees to achieve sustainable competitive advantage. **This research analyzes** the factors influencing OCB by exploring the role of work values, engagement, and job satisfaction. **The participants in** this research were 351 employees of startup companies in Jakarta. The sampling technique uses simple random sampling, and data analysis uses SEM-PLS. **The research findings** state that work values positively impact engagement and job satisfaction. Then, work engagement and job satisfaction were ultimately proven to increase employee OCB in startup companies. **This study enriches** the literature, especially in managing human resources in organizations, and becomes a basis for companies to create rules and policies to increase OCB in a dynamic and competitive business.

1. INTRODUCTION

Startup companies have become key drivers of economic growth and innovation in Indonesia, expanding rapidly with solutions in fields like e-commerce, fintech, and edutech. However, startups face challenges in fostering a conducive work environment and retaining quality employees amid intense competition. One critical factor for success is Organizational Citizenship Behavior (OCB), where employees voluntarily go beyond their formal duties, enhancing organizational efficiency and effectiveness. OCB includes informal actions within work teams that support collaboration, innovation, and a customer-oriented work culture [1, 2].

Research shows that job satisfaction can increase OCB in the workplace. According to [3], approaches to identifying job satisfaction results include customer satisfaction, OCB, and work performance. Job satisfaction is a positive driving element in the formation of OCB within the work environment [4]. It is also a

significant predictor of OCB. Employees who feel satisfied with various aspects of their jobs, such as pay, supervision, coworkers, and opportunities for development, are more likely to engage in OCB [5]. Positive emotional states such as happiness, joy, enthusiasm, and satisfaction contribute to this willingness to perform beyond formal job requirements [6].

Previous research proves that work engagement can promote employee job satisfaction [7] and positively impact OCB [8, 9]. Engaged employees, who experience a better job fit, feel that their well-being is cared for by the organization, which fosters positive emotions. In turn, they are likely to reciprocate the benefits they receive by going beyond their core duties to help achieve organizational goals [10, 11]. Employees with high work engagement are more inclined to assist their colleagues and exhibit more positive voluntary behaviors toward the company [12].

Work values are a key factor influencing job satisfaction and work engagement. When employees personal goals align with their work, they tend to feel more satisfied. Work values also shape employees participation, cooperation, and acceptance of organizational changes, predicting their involvement in company activities and overall job satisfaction [7]. These values significantly contribute to work performance and motivation. When the job meets expectations, external stimuli more effectively enhance performance. Committed employees consistently give their best efforts, both physically and mentally, and take pride in positively impacting the company [13, 14]. Tracking work engagement, principles, and job satisfaction is crucial, especially in diverse work environments [7].

This research explores the predictive role of work values on work engagement and job satisfaction, which influence the OCB behavior of startup employees in Jakarta. In the dynamic and fast-changing environment of startup companies, OCB plays a crucial role in fostering a collaborative work environment and supporting innovation. However, the factors that encourage or inhibit OCB within Indonesian startups are still not fully understood, particularly given challenges such as limited resources, high-performance pressure, and a work culture that tends to be less formal [15].

Therefore, this research aims to explore and analyze the influence of work values on work engagement and job satisfaction to determine their impact on OCB within the context of startup companies in Jakarta. This study provides valuable insights for startup leaders and human resource practitioners in creating a work environment that fosters OCB, while also understanding the impact of OCB on organizational performance, innovation, and the overall success of startups. Consequently, this research contributes to the existing knowledge of OCB in Jakarta's startup ecosystem and offers practical recommendations for startups to harness the full potential of OCB in achieving sustainable competitive advantage [16]. Given these challenges and the critical role of OCB, the following section reviews the literature on the key constructs examined in this study.

2. LITERATURE REVIEW
2.1. Organizational Citizenship Behavior (OCB)

[17] Interprets OCB as the individual's behavior associated with additional tasks that exceed their primary duties and responsibilities. OCB is a term used to explain individual behavior. Organizational citizenship behavior refers to extra-role behavior (ERB), which benefits the organization and meets expectations [18]. Organizational Citizenship Behavior has also been found to increase adaptability and performance stability in response to changes in the business environment [19]. OCB refers to actions that go above and beyond the duties assigned to an employee, often seen as an indicator of an employee being a "good citizen" within the company [20]. Another concept of OCB suggests that behavior carried out by employees outside their regular duties is routinely recognized. This behavior is organizationally desirable because of its relationship to organizational effectiveness [21, 22].

[23] Categorize the OCB concept into two dimensions based on behavioral targets: Organizational Citizenship Behaviors toward Individuals (OCBI) and Organizational Citizenship Behaviors toward the Organization (OCBO). OCBI refers to individual behaviors that benefit oneself or others but do not directly contribute to the company, such as helping other employees with complex tasks or volunteering to assist new employees. OCBO, on the other hand, includes behaviors that contribute to the company, such as informing about absences, arriving on time or even before work hours, and adhering to informal rules. Dimensions such as altruism, courtesy, peacekeeping, and cheerleading are grouped under the OCBI dimension, while conscientiousness, civic virtue, and sportsmanship are grouped under the OCBO dimension.

2.2. Work Engagement

Work engagement is based on cognitive, emotional, and behavioral components, which are reflected in an individual's perception of their role [24]. It is a widely discussed concept among both business practitioners and academics, as it helps employees overcome fatigue and maintain enthusiasm in their work. Engaged employees do not view their work as a chore but as an opportunity to learn and grow. According to [25], work engagement includes feelings of satisfaction and dedication to one's work. Commitment emphasizes physical characteristics and motives, while satisfaction focuses on emotional factors. Work engagement serves as a source of motivation that can inspire employees to improve their performance [26]. It refers to how employees identify with their work, invest time and effort, and view their work as a core component of their identity [27]. When an employee devotes all their attention and energy to producing extraordinary results, this is a sign of high work engagement [28, 29]. The level of work engagement is influenced, either independently or simultaneously, by the resources available in the job itself and those personally owned. [30] Identifies three dimensions of work engagement:

- Vigor: Characterized by the ability to work with enthusiasm and perseverance, even when facing challenges.

- Dedication: Characterized by an attitude that considers one's work as important, exciting, and valuable, which drives a person to work hard and achieve goals.

- Absorption: Characterized by a state where a person is completely immersed in their work, with their attention fully focused on the task, leading to feelings of happiness and challenge.

2.3. Work Values

This view of work values, which encompasses general attitudes regarding the meaning individuals assign to their roles in the work environment, fundamentally differs from the concept of job satisfaction, which refers to individuals' views on their work without considering broader aspects of the workplace [31]. The work value survey serves as an index to measure a person's general attitude toward the world of work as a whole, rather than their feelings toward a specific job. The relationship between work values and individuals attitudes, views, and beliefs toward their work is closely intertwined [32]. Work values reflect how individuals perceive the suitability and correctness of their work, and they also influence behavior, lifestyle, dedication, and responsibility in their job performance [33]. Values represent an individual's core beliefs and guidelines for behavior and action, including moral values and personal skills, which provide an organization with a shared vision for achieving its goals. Work values collectively represent employees' views and interests in work interactions, serving as a crucial pillar in determining organizational success [34]. The quality of work values significantly impacts individual performance, with extraordinary performance resulting from the effective implementation of positive work values [35]. In summary, work values shape an individual's perspective on the workplace, influencing roles, behavior, and responsibilities, and providing moral guidance and personal skills to achieve organizational goals. The quality of these values directly impacts individual performance, with exceptional results emerging from the application of positive values.

[36] Analyze work value using three indicators:

- Intrinsic, which can be measured using the following indicators:

  1. Pride in work, job satisfaction, and feelings of achievement in carrying out tasks.

  2. Job Involvement, how actively a worker is involved in the dynamics of the work team and company operations, as well as the extent of his enthusiasm for contributing to the decision-making process related to work.

  3. Activity Preference, is the tendency by choice of workers to remain active and productive in carrying out their duties with full involvement.

- Extrinsic can be measured in the following two indicators:

  1. Attitude toward earnings, the priority level of an individual in seeking benefits from their work.

  2. Social status of a job, the influence of work on oneself, coworkers, and relationships with those closest to them, both from a personal perspective and the perception of others.

- Mixed characters can be measured through the upward striving indicator, namely the desire to achieve achievements and pursue job opportunities that are higher and better than the general level of life.

2.4. Job Satisfaction

According to [33], satisfaction is a complex and multidimensional concept influenced by various factors, primarily stemming from the values held and applied by each individual. The more an activity aligns with individual expectations, the greater the satisfaction derived from it. Job satisfaction serves as a source of energy and motivation, driving employees to work harder. High job satisfaction can enhance productivity, improve work quality, and increase employee retention, while dissatisfaction may lead to reduced performance, higher turnover, and a non-conducive work environment [37]. Employees with high job satisfaction are more likely to demonstrate initiative and responsibility beyond their role expectations. They volunteer to assist coworkers, take on extra tasks, and contribute to organizational projects. This proactive behavior can alleviate the workload and stress of other organization members, thereby improving overall team performance [38]. Job satisfaction reflects employees' feelings about their work and is a crucial factor contributing to work success, inevitably influencing organizational effectiveness [32]. Job satisfaction occurs when what is expected from work aligns with what is obtained. Thus, job satisfaction is closely related to justice theory, psychological contracts, and motivational drives, reflecting how an individual feels about their work.

Job satisfaction is a very individual aspect and varies between individuals, influenced by the principles believed by each individual [39]. Satisfaction increases when activities match individual expectations, impacting positive attitudes toward work. Job satisfaction is vital to organizational effectiveness and is related to justice, agreement, and motivation theories. It reflects how individuals feel connected to their work. Based on [33], many researchers use these five variables as the primary tool to reveal how employees view their job satisfaction. Some of these aspects are:

- The work itself, how interesting the work is, to what extent it provides learning opportunities, and provides opportunities to take responsibility, which are all explored in a more extensive scope.

- Salary, explaining the various forms of financial rewards received, as well as showing the extent of the level of fairness compared to colleagues in the organization.

- Promotion opportunities, aspirations to have better and higher career opportunities.

- Supervision, explanations that reflect how well a supervisor provides technical assistance and supports employee behavior.

- Coworkers, the extent to which coworkers demonstrate technical abilities and provide social support is described at a broader level.

2.5. SDGs and OCB in Startups

Integrating Sustainable Development Goals (SDGs) into organizational practices is increasingly important, especially in startups. SDG 8, which promotes inclusive and sustainable economic growth, decent work, and full employment, is particularly relevant to Organizational Citizenship Behavior (OCB). By fostering a work environment aligned with SDG 8, startups can encourage behaviors that contribute not only to organizational success but also to broader societal goals [40, 41].

When employees engage in OCB, they are more likely to support initiatives that align with sustainability objectives, such as promoting equal opportunities and decent work. This approach enhances the startup's competitive advantage and positions it as a contributor to global development efforts.

2.6. Hypothesis Development
2.6.1. Relationship between Work Values and Work Engagement

Work values can influence actions in an organization because they determine how employees view their work, their organization, and their work environment [42]. Work engagement is a collection of positive attitudes that increase work value for employees, make them feel happy with their work, and make them view their work as meaningful. Additionally, this attitude helps employees manage their workload more effectively and fosters positive expectations regarding the future of their work [43]. Work engagement influences intrinsic and extrinsic work values [44]. Based on previous research, employees with work values that align with their work tend to be more actively involved, feel positive emotions related to work, and better understand the

purpose of their work. So, the research hypothesis is as follows:

H1: Work values have a positive and significant effect on work engagement.

2.6.2. Relationship between Work Values and Job Satisfaction

Work values refer to how work aligns with personal values. Congruence between employee personal values and organizational values increases job satisfaction. When employees feel their work aligns with their principles and beliefs, they are more motivated, inspired, and connected to their work. It increases their commitment, loyalty, and happiness at work [45]. It is because such work not only meets financial needs but also provides a sense of meaning and personal satisfaction. When individual work values are considered in the design of jobs and work environments, they can be essential motivators, encouraging employees to perform better and feel satisfied. Work value correlates more strongly with job satisfaction than other factors [7]. Work values and employee job satisfaction are essential to businesses and organizations. [46] Stated that actual work value significantly influences job satisfaction. [47] Prove that job satisfaction is higher if employees feel high intrinsic and social work value and lower if employees feel high extrinsic work value. [32] Stated that work values significantly positively affect job satisfaction. Previous research shows that the role of work values positively and significantly impacts employee job satisfaction. Therefore, recognition and integration of work values in the organization can contribute to increasing employee job satisfaction. So, the research hypothesis is as follows:

H2: Work values have a positive and significant effect on job satisfaction.

2.6.3. Relationship between Work Engagement and Job Satisfaction

Employees who feel fully involved in their work tend to reciprocate with positive attitudes and behavior, such as high job satisfaction. Employees who feel passionate, dedicated, and absorbed in their work tend to view it as enjoyable and fulfilling. According to [48], work engagement can influence promoting job satisfaction. Influence positively indicates a unidirectional relationship between job satisfaction and work engagement [49]. The findings from this research suggest a correlation between job satisfaction and employee work engagement [50]. Work engagement that is positive and recognized by employees will increase their satisfaction with their work [51]. High work engagement, in turn, has been associated with a meaningful increase in job satisfaction, with a direct and positive correlation between work engagement and job satisfaction [52, 53]. When employees feel engaged in their work, they are likelier to show high enthusiasm, focus, and commitment to their tasks [54]. It can increase their productivity, as they feel more connected to their work. Employees who experience engagement at work are also more likely to feel satisfied because they believe their tasks have meaning and value. They think that the effort they invest in their work is recognized and appreciated. So, the research hypothesis is as follows:

H3: Work engagement has a positive and significant effect on job satisfaction.

2.6.4. Relationship between Work Engagement to OCB

Work engagement, characterized by enthusiasm, dedication, and absorption in work, may influence employees propensity to engage in OCB. Engaged employees tend to have more job resources, such as social support, autonomy, and adequate feedback, which can encourage them to make extra contributions through OCB behavior. In addition, engaged employees tend to have more positive emotions. They are more enthusiastic about work, which can encourage them to engage in helpful behavior and assist others in the workplace [10].

Conservation of resources theory can also explain the relationship between work engagement and OCB. This theory motivates individuals to acquire, maintain, and protect resources. Engaged employees have more resources, such as energy, passion, and other job resources, which may encourage them to engage in OCB to maintain and increase their resources [9]. Work engagement has a significant relationship with OCB. Research shows that employees with high work engagement tend to demonstrate positive citizenship behavior, such as increasing productivity and improving the quality of employee relationships. It is reinforced by the results of previous research, which confirm the positive influence of work engagement on employee OCB in the workplace [55–57]. So, the research hypothesis is as follows:

H4: Work engagement has a positive and significant effect on OCB.

2.6.5. Relationship between Job Satisfaction and OCB

Job satisfaction can influence employees tendencies to engage in OCB. It can be explained by social exchange theory. According to this theory, when employees feel satisfied with their work, they tend to recip-

rocate with positive attitudes and behavior, including OCB. Employees who feel happy with aspects of their jobs, such as pay, promotions, coworkers, or supervision, feel obligated to return the favor of the organization by making extra contributions through OCB [8]. Employees who feel satisfied with their jobs tend to have a positive mood, which may encourage them to be more willing to help coworkers and engage in other OCB [4].

Job satisfaction can also influence OCB through affective (emotional) mechanisms. Employees who feel satisfied with their jobs experience positive emotions such as happiness, joy, and high morale. These positive emotions can encourage employees to engage in helpful behavior and help others at work, which is one of the main dimensions of OCB [58]. Previous research shows job satisfaction positively and significantly impacts OCB [57, 59]. This study builds on existing literature by not only confirming the positive relationship between job satisfaction and OCB but also extending this understanding to the unique context of tech startups in Jakarta. Unlike previous studies that primarily focused on established organizations, this research highlights the role of OCB in resource-constrained and highly dynamic startup environments, where innovation and adaptability are critical for survival. Thus, the research hypothesis is proposed as follows:

H5: Job satisfaction has a positive and significant effect on OCB.

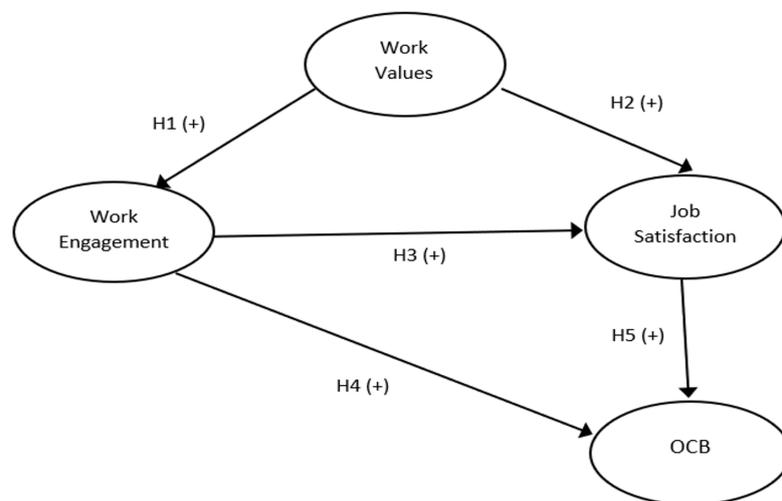Based on the hypothesis framework above, the research model can be described as follows:

Figure 1. Research Model

3.   METHODS

This research uses a positivist paradigm with a descriptive quantitative approach to explore the cause-and-effect relationship between the independent and dependent variables. The population of this study involved employees at startup companies in Jakarta, with a sample size of 351 employees. The sample collection technique uses simple random sampling. Sampling from a population is carried out randomly without paying attention to the strata in the population. Data collection was conducted over a three-month period, during which participants were surveyed using Google Forms. Several challenges, such as low response rates and difficulties in reaching certain demographic groups, were encountered. These challenges were mitigated by sending reminder emails and leveraging social media platforms to increase participation.

The measurement of the work engagement variable is adopted from the UWES (Utrecht Work Engagement Scale), which contains nine statements describing the dimensions: vigor, dedication, and absorption. The measurement of the work value adopts instruments from [36] and consists of 6 statements with indicators: intrinsic, extrinsic, and mixed character. Measuring the job satisfaction variable with instruments adopted from [60, 61] contains five indicators: the work itself, salary, promotion, supervision, and coworkers. The measurement of the OCB variable adopted from [23] contains seven statements with the dimensions of organizational citizenship behavior toward individuals (OCBI) and organizational citizenship behavior toward the organizations (OCBO). Thus, the overall measurement consists of 27 statements. In this data collection process, a Likert scale was used to assess respondents answers by scoring each answer. The Likert scale is a measurement method that evaluates the respondent's level of agreement or disagreement with a particular question or

statement. This scale has five levels of answers that are useful in measuring respondents attitudes or opinions in quantitative research, namely: Strongly Disagree (STS); Disagree (TS); Neutral (N); Agree (S); Strongly Agree (SS).

The analysis in this study uses the Structural Equation Model-Partial Least Square (SEM-PLS), which includes the measurement model (outer model) and the structural model (inner model). SEM-PLS was chosen for its ability to handle complex models with multiple variables, especially in exploratory research with non-normal data and small sample sizes. The outer model links observable variables to latent ones, while the inner model describes relationships between latent variables [62]. Validity is assessed through convergent (Outer Loading > 0.7, AVE > 0.5) and discriminant validity, while reliability is checked with Cronbach's alpha > 0.6 and composite reliability > 0.7 [63]. The inner model tests relationships between variables using metrics like R-square and path coefficients, with significance determined through bootstrapping and a t-statistic of 1.65 at the 95% confidence level [64].

4. RESULT AND DISCUSSION

Based on the research that you've done, you can write your result in this section, there will be 2 sub-bab which are Problem and Research Implementation. Therefore if you have more results you can add more sub-bab on the section below:

4.1. Result

The respondents in this study were 351 employees at Startup companies in Jakarta. The characteristics of the respondents will be described based on gender, age, marital status, length of work, and highest level of education. The results of the description of respondent characteristics are presented in Table 1.

Table 1. Characteristics of Respondents

Information		Number of Respondents	Percentage
Gender	Woman	196	56%
	Man	155	44%
Total		**351**	**100%**
Age	20-25 yo	137	39.03%
	26-30 yo	119	33.90%
	31-35 yo	54	15.38%
	36-40 yo	25	7.12%
	>40 yo	16	4.56%
Total		**351**	**100%**
Marital Status	Married	127	36.18%
	Single	224	63.82%
Total		**351**	**100%**
Years of Services	1-2 years	138	39.32%
	2-4 years	119	33.90%
	4-6 years	60	17.09%
	>6 years	34	9.69%
Total		**351**	**100%**
Education	Senior High School	67	19.09%
	Diploma	80	22.79%
	Bachelor	177	50.43%
	Postgraduate	27	7.69%
Total		**351**	**100%**

The demographic characteristics of the sample align well with the target population of startup employees in Jakarta, suggesting that the findings are likely to be generalizable to similar contexts. The diversity in age, gender, and educational background reflects the broader workforce in the startup sector, thereby enhancing the study's external validity.

4.1.1. Outer Model

The measurement model, or outer model, has the aim of helping explain the relationship between latent variables and indicators. In the outer model analysis stage, measurements are carried out through validity tests to ensure that the instrument measures the desired aspect, and reliability tests are used to evaluate the extent to which the instrument can be relied on in calculating the variable.

Table 2. Summary of the Validity and Reliability Test Results

Variables	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Work Values	0.836	0.841	0.879	0.548
Work Engagement	0.940	0.940	0.949	0.676
Job Satisfaction	0.886	0.889	0.917	0.690
Org. Citizenship Behavior	0.906	0.909	0.926	0.642

Validity testing uses a convergent validity test by looking at the loading factor value >0.7 and the AVE value >0.5 for all variables studied. Based on the data results, the loading factor (outer loading) value of all statement items in the questionnaire is above 0.7, which means that all items have met the reference value and are declared valid. Then, reliability testing is carried out to determine whether the measuring instrument provides consistent results on repeated measurements by looking at the Cronbach alpha value (>0.6) and composite reliability (>0.7) [63]. The measurement instrument is reliable because Cronbach's alpha and composite reliability values meet the established standards (Table 2). So, it can be concluded that this research measuring instrument is ready to be used in subsequent research.

4.1.2. Inner Model

Measuring inner models is an essential tool for evaluating and improving models. By assessing the suitability of the model and measuring direct and indirect influences, it can increase prediction accuracy and support more optimal decision-making. The results of the inner model analysis research require the application of the bootstrapping method. The inner model analysis involves parameters such as R-square and path coefficient.

Table 3. R-square

Variables	R Square Adjusted
Work Engagement	0.259
Job Satisfaction	0.600
Org. Citizenship Behavior	0.473

The extent to which exogenous variables influence endogenous variables can be seen from the R-square values. The results of the calculations can be seen in Table 3, where the R-square value for the variable work engagement is 0.259, indicating that the work value variable can explain its influence on the work engagement variable by 25.9%, while other unknown variables outside the model influence 74.1% of the results. The R-square of job satisfaction is 0.600, which shows that the work value and work engagement variables can explain their influence on the job satisfaction variable by 60%, while other variables outside the model influence 40% the results. Finally, the R-square value for the OCB variable is 0.473, indicating that the work engagement and job satisfaction variables can explain their influence on the OCB variable by 47.3%. In comparison, 52.7% of the results are influenced by other variables not studied.

4.1.3. Hypothesis Testing

Based on the description above, the following are the hypotheses of this research, which are summarized in Figure 2 and Table 4 below:

The significance level of the hypothesis can be determined by comparing the t-statistics value with the t-table value. Significant differences between the t-statistics and the t-table values indicate that the hypothesis has sufficient evidence to be accepted. As for the t-table value >1.65 at the 95% confidence level. The work value path to work engagement has a t-statistics value of 9.721 and a P-value of 0.000. Because the t-statistics value is >1.65 and the P-value is <0.05, the evidence shows a significant and positive influence of 0.511 between work value and work engagement. It means the higher the work value level, the higher the engagement.
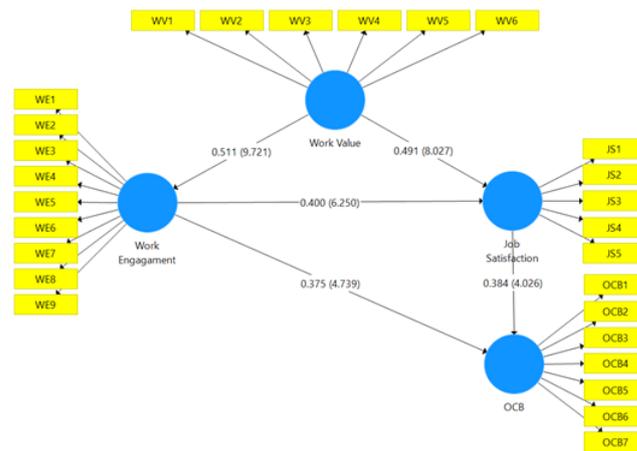
Figure 2. The Result SEM Analysis

The work value path to job satisfaction has a t-statistics value of 8.027 and a P-value of 0.000. Because the t-statistics value is >1.65 and the P-value is <0.05, the evidence shows a significant and positive influence of 0.491 between work value and job satisfaction. So, the higher the work value level, the higher the job satisfaction.

Table 4. Hypothesis Test Results

Hyp.	Relationships	Original Sample (O)	T-Statistic (>1.65)	P-value	Remark
H1	W.V→WE	0.511	9,721	0,000	Supported
H2	W.V→JS	0.491	8,027	0,000	Supported
H3	WE→JS	0.400	6,250	0,000	Supported
H4	WE→OCB	0.375	4,739	0,000	Supported
H5	JS→OCB	0.384	4,026	0,000	Supported
WV: Work Value			JS: Job Satisfaction		
WE: Work Engagement			OCB: Org. Citizenship Behavior		

The analysis indicates that the path from work engagement to job satisfaction has a t-statistic value of 6.250 and a P-value of 0.000. Since the t-statistic is greater than >1.65 and the P-value is less than <0.05, this provides evidence of a significant and positive effect of 0.400 between work engagement and job satisfaction. In other words, higher levels of work engagement lead to greater job satisfaction. Additionally, the path from work engagement to OCB shows a t-statistic of 4.739 and a P-value of 0.000. With a t-statistic greater than >1.65 and a P-value less than <0.05, this demonstrates a significant and positive impact of 0.375 between work engagement and OCB, indicating that higher work engagement leads to higher levels of OCB. Furthermore, the path from job satisfaction to OCB has a t-statistic of 4.026 and a P-value of 0.000. Since the t-statistic exceeds >1.65 and the P-value is less than <0.05, it indicates a significant and positive effect of 0.384 between job satisfaction and OCB. Therefore, higher job satisfaction results in higher OCB.

4.2. Discussion

This research proves that work value can increase work engagement among StartUp employees in Jakarta (H1 is supported). These findings are particularly relevant given the broader trends in the global tech startup industry, where fostering employee engagement and OCB is increasingly recognized as vital for maintaining competitive advantage. The insights from this study can be applied in different cultural and economic contexts, especially in other emerging markets where startups face similar challenges of resource scarcity and high innovation demands. In the dynamic and challenging startup industry, every employee brings a deep set of values and beliefs about what is essential in the job context. These work values reflect their priorities, aspirations, and preferences in the work environment. Limited resources, pressure to achieve high-performance levels, and irregular work hours are unique problems of the dynamic startup industry. However, employees tend to be more ready to engage fully in their work if their work values match the challenges. Employees can feel more motivated and engaged if they see challenges as an essential value [42]. Therefore, the match

between a person's work values and the characteristics of a startup company can be an essential component in increasing employee engagement in their work. When an employee's work values align with the culture and characteristics of the organization, he tends to feel more engaged and connected to his work.

Conversely, if there is a mismatch between work values and the work situation, individuals tend to feel less engaged and less motivated. These findings strengthen the understanding that the work values implemented in a company can be an essential factor in shaping engagement with their work. This research's results align with previous research that explains that work values increase work engagement [7, 43, 44].

Furthermore, the findings of this research show that work values positively impact job satisfaction (H2 is supported). It means that the better the work value of startup employees in Jakarta is, the greater the increase in job satisfaction. Employees work values can include autonomy in decision-making, opportunities for innovation, a collaborative work environment, development opportunities, and work-life balance. When startups can fulfill these work values, employees tend to feel more emotionally satisfied [65]. For example, suppose an employee considers autonomy an important work value, and the startup company where he works provides freedom in decision-making. In that case, the employee tends to feel that he has more space for expression, and the impact increases personal satisfaction. Although the research results show an overall positive relationship, it is essential to remember that work preferences and values vary significantly between individuals. Work values may influence some employees in determining their level of job satisfaction. The impact can help startup workers better understand the elements that affect their job satisfaction and plan strategies to increase these values in their work environment. The findings in this study are consistent with the concepts and research results stating that work values strongly influence job satisfaction [7, 32, 47].

Furthermore, the research results show that work engagement positively affects job satisfaction among Startup employees in Jakarta (H3 is supported). It means that the better the work engagement of startup employees in Jakarta, the greater the increase in job satisfaction. This research plays a vital role in increasing understanding of the relationship between work engagement and job satisfaction among workers working in startup companies in Jakarta. Work engagement can increase employee job satisfaction [54]. When employees feel fully engaged in their work, they tend to experience greater positive emotions, meaning, and accomplishment [66], which can increase their overall job satisfaction [51]. Engaged employees also tend to have better performance and be more productive. In startup companies that demand innovation and high productivity, good performance can give employees a sense of achievement and satisfaction. When they see their efforts and dedication produce positive results, they tend to feel more satisfied with their work and have higher motivation to continue contributing to the startup's success. This research further strengthens previous research, proving that work engagement can increase job satisfaction [49, 50, 52, 53].

The following finding states that work engagement positively affects OCB (H4 is supported). It means that the more engaged startup employees are in their work, the greater their voluntary behavior, generally called OCB, will increase. Work engagement, characterized by enthusiasm, dedication, and absorption in work, can be a crucial driver of OCB in startup companies. Employees engaged in their work tend to have greater energy and are more motivated to make extra contributions outside their formal responsibilities [27, 57]. They feel emotionally connected to the job and the company and are, therefore, more willing to engage in behavior that benefits the organization. Work engagement and OCB are interrelated and can drive the success of growing startup companies. Engaged employees tend to be more motivated to engage in OCB, which can increase efficiency, collaboration, and innovation within the organization. OCB is essential in creating a positive work environment and increasing productivity, customer satisfaction, and organizational competitiveness. This research further strengthens previous studies proving that work engagement can significantly impact increasing OCB [10, 55, 56].

Finally, this study proves that job satisfaction can predict strengthening OCB in Startup companies (H5 is supported). In the early stages of establishing a Startup, human resources play a crucial role in ensuring the success and growth of the business. Employees who are satisfied with their work tend to be more motivated and committed to contributing optimally to the company. When resources are still limited, OCB behaviors such as helping coworkers, providing constructive suggestions, or taking the initiative outside their primary responsibilities can significantly benefit a startup company [67]. When employees are satisfied with aspects of their jobs, such as pay, opportunities for growth, a supportive work environment, and relationships with superiors and coworkers, they are more likely to act positively [8]. According to social exchange theory, employees who feel treated well by the organization will feel responsible for contributing more through OCB behavior. The results of this study strengthen previous literature, which found that job satisfaction has a positive

impact on the formation of employee citizenship behavior at work (OCB) [4, 57, 59].

5.   MANAGERIAL IMPLICATIONS

The research highlights the practical need for startup managers to align work values with organizational practices, as doing so enhances employee engagement and job satisfaction, leading to increased Organizational Citizenship Behavior (OCB). Managers should implement policies that foster a supportive and inclusive work environment, offer meaningful opportunities for professional growth, and ensure that the company culture resonates with employees values. These strategies not only improve individual and team performance but also set a standard for cultivating a proactive and innovative workforce, which is crucial for maintaining competitiveness in the fast-paced startup industry.

6.   CONCLUSION

This study examines and analyses the role of work values, work engagement, and job satisfaction in OCB. All hypotheses proposed in this study are supported. Based on the research results, it can be concluded that the work values possessed by startup employees positively impact their work engagement and job satisfaction. Then, work engagement and job satisfaction were ultimately proven to increase employee OCB in startup companies. OCB behavior can contribute to efficiency, productivity, and the formation of a positive organizational culture, which will support the company's future success and growth. Several limitations need to be corrected to achieve optimal results in the future. This research seems to focus more on the startup industry. Limitations will arise if the results are applied to different industrial sectors, as organizational characteristics and work culture may vary. In the future, it is hoped that we can look for industries that are different from this research. The data used in this research was also taken at one time (cross-section), so it cannot measure the development of employee OCB on an ongoing basis. Future research could explore the impact of work values on OCB in different cultural contexts or industries beyond startups, such as in established corporations or in non-profit organizations. Additionally, investigating the role of digital transformation and remote work on these dynamics could provide valuable insights, especially in the post-pandemic era.

Further suggestions must consider the expansion of variables or dimensions used to measure certain concepts. Other aspects of work engagement, work values, job satisfaction, and OCB can be added to gain a more comprehensive understanding. Apart from that, researching psychological factors and other organizational factors can moderate or mediate the formation and increase of OCB. Finally, this study enriches the literature, especially on human resource management in business organizations. These findings have significant implications for both theory and practice. For practitioners, the study highlights the importance of aligning work values with organizational practices to enhance employee engagement and OCB, which are crucial for sustaining competitive advantage in the fast-paced startup environment. The study also advances the field by providing empirical evidence on the unique dynamics of OCB in the context of tech startups, suggesting that these insights could be applied in other sectors with similar challenges.

7.   DECLARATIONS

7.1.   About Authors

Lista Meria (LM) iD https://orcid.org/0000-0003-1814-9092

Syamsul Hidayat (SD) iD https://orcid.org/0009-0001-1862-0297

Nila D. Santiago (ND) iD https://orcid.org/0009-0005-1919-4612

Saukani (SK) iD https://orcid.org/0009-0003-8047-9401

Sita Husnul Khotimah (SH) iD https://orcid.org/0000-0003-3093-6849

7.2.   Author Contributions

Conceptualizing and designing the research study, interpretation of data, and drafting of the manuscript: LM; Developing the theoretical framework and data collection: SD; Analysis and interpretation of the data and drafting of the manuscript: ND and SD; Contributed intellectual inputs to the research, ensuring that the entire research design was feasible and that it would add a new dimension to the academic field: SK; All authors,

LM, SD, ND, SK, and SH, have given final approval to the version to be published and agree to be accountable for all aspects of the work.

7.3. Data Availability Statement

The data presented in this study are available on request from the corresponding author.

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7.5. Declaration of Conflicting Interest

The authors declare that they have no conflicts of interest, known competing financial interests, or personal relationships that could have influenced the work reported in this paper.

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