

**EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR
IN SMES: THE MEDIATING ROLE OF PSYCHOLOGICAL SAFETY**

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Abstract: *Small and medium enterprises (SMEs) increasingly require employees who are willing to contribute beyond formal job responsibilities to maintain organizational sustainability and competitiveness. Organizational citizenship behavior (OCB) consequently becomes an important organizational asset because voluntary employee behavior strengthens teamwork, flexibility, and organizational effectiveness. This study aims to examine the relationships among employee engagement, psychological safety, and organizational citizenship behavior, as well as the mediating role of psychological safety among SME employees in Indonesia. This study employed a quantitative approach using a cross-sectional survey design. Data were collected from 198 SME employees through an online questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that employee engagement positively affects psychological safety and organizational citizenship behavior. Psychological safety also positively influences organizational citizenship behavior and significantly mediates the relationship between employee engagement and organizational citizenship behavior. The study confirms that engaged employees are more likely to demonstrate extra-role behavior when they perceive psychologically safe workplace environments characterized by trust, openness, and supportive interpersonal relationships. The findings strengthen Social Exchange Theory in explaining reciprocal employee behavior within SME environments and provide practical implications for developing supportive organizational climates that encourage voluntary employee participation and organizational sustainability.*

Keywords: *Employee Engagement; Psychological Safety; Organizational Citizenship Behavior; SMEs; Social Exchange Theory*

1. Introduction

Small and medium enterprises (SMEs) play a critical role in economic growth, employment generation, and organizational sustainability worldwide. SMEs contribute significantly to labor absorption and economic resilience because they rely heavily on employee adaptability, collaboration, and proactive behavior to maintain organizational competitiveness (Kaur, 2023). Rapid business competition, digital transformation, and changing customer expectations increasingly require SME employees to demonstrate not only formal task performance but also extra-role behavior that supports organizational effectiveness. Organizational Citizenship Behavior (OCB) consequently becomes an important organizational asset because employees

who voluntarily assist colleagues, demonstrate initiative, and contribute beyond formal responsibilities strengthen organizational flexibility and sustainability (Maham et al., 2020).

Employee engagement has recently attracted substantial attention because engaged employees tend to demonstrate stronger emotional attachment, dedication, and active involvement in organizational activities (Mazzetti et al., 2023). Organizations increasingly recognize that employee engagement influences not only productivity and performance but also voluntary behaviors such as helping colleagues, maintaining positive work relationships, and supporting organizational goals (Firdinata & Hendriyani, 2021). SMEs particularly require highly engaged employees because limited organizational resources often force employees to perform multiple responsibilities simultaneously. Engaged employees are generally more willing to contribute beyond formal job requirements and support organizational effectiveness through discretionary behavior (Bagis & Umairah, 2026; Bashir, 2024).

Despite the increasing importance of employee engagement, many SMEs continue to experience behavioral challenges related to declining employee initiative, weak collaboration, and limited voluntary participation. Employees may complete formal responsibilities adequately but remain reluctant to demonstrate extra-role behavior because they feel psychologically insecure, unsupported, or hesitant to express opinions openly. Psychological safety therefore becomes increasingly important in SME environments characterized by close interpersonal interaction, flexible work structures, and informal communication systems (Kumar et al., 2025). Employees who feel psychologically safe are more likely to communicate openly, participate actively, and contribute voluntarily to organizational activities without fear of criticism or negative interpersonal consequences (Petrov et al., 2023).

This study employs Social Exchange Theory as the primary theoretical foundation. Social Exchange Theory explains that employees tend to reciprocate positive organizational treatment through constructive attitudes and beneficial workplace behavior (Jepsen & Rodwell, 2020). Employees experiencing positive emotional attachment and supportive interpersonal relationships are more likely to develop reciprocal behavior that benefits the organization. Employee engagement reflects employees' positive emotional connection to their work, whereas psychological safety reflects employees' perception that the work environment supports openness, trust, and interpersonal respect. Organizational citizenship behavior consequently emerges as a form of reciprocal behavior resulting from positive workplace exchanges and supportive organizational relationships (Bashir, 2024). Social Exchange Theory therefore provides a strong explanation regarding how employee engagement and psychological safety influence employees' willingness to demonstrate extra-role behavior in SME environments.

Previous studies examining employee engagement and organizational citizenship behavior still demonstrate inconsistent findings. Firdinata & Hendriyani, (2021), and Yamin et al. (2026) found that employee engagement positively influences organizational citizenship behavior because engaged employees tend to contribute voluntarily beyond formal job responsibilities. Different findings were identified by (Wijaya, 2023), who argued that employee engagement does not always produce strong extra-role behavior when organizational trust and interpersonal support remain low. Contradictory findings also appear in studies related to employee engagement and psychological safety. Andersson et al. (2020), Joseph & Seshadri, (2025), and Mohase et al. (2025) reported that employee engagement positively strengthens psychological safety because engaged employees tend to participate more actively in workplace interaction. Conversely, (Archer et al., 2024; Bagis et al., 2024) revealed that high work involvement may still create emotional pressure and interpersonal anxiety in flexible workplaces.

Inconsistencies are similarly evident in studies examining psychological safety and organizational citizenship behavior. Muzamil & Shah, (2025), and Wijaya, (2023) found that psychological safety positively affects employees' willingness to demonstrate helping behavior and voluntary participation. However, Andersson et al. (2020) reported that psychological safety alone may not significantly encourage extra-role behavior without strong organizational attachment. These inconsistent findings indicate that relationships among employee engagement, psychological safety, and organizational citizenship behavior still require further investigation.

Methodological limitations also remain visible in previous studies. Existing research generally examines employee engagement, psychological safety, or organizational citizenship behavior separately, while limited studies integrate these variables within a single behavioral mechanism model. Research focusing specifically on SME employees in emerging economies such as Indonesia also remains limited despite SMEs' important contribution to employment and economic sustainability.

This study offers several novelties. First, this research integrates employee engagement, psychological safety, and organizational citizenship behavior into a single behavioral framework grounded in Social Exchange Theory. Second, psychological safety is positioned as a mediating mechanism explaining how employee engagement influences organizational citizenship behavior. Third, this study specifically focuses on SME employees in Indonesia, where interpersonal relationships and informal organizational structures strongly influence employee behavior.

The study contributes theoretically by extending the application of Social Exchange Theory in explaining extra-role behavior among SME employees. Practical contributions are also expected because the findings may help SMEs develop supportive organizational climates capable of strengthening employee engagement, psychological safety, and organizational citizenship behavior. Therefore, this study aims to examine the relationships among employee engagement, psychological safety, and organizational citizenship behavior, as well as the mediating role of psychological safety among SME employees in Indonesia.

Literature Review and Hypothesis Development

Social Exchange Theory

This study employs Social Exchange Theory as the primary theoretical foundation. Social Exchange Theory explains that relationships between employees and organizations are built through reciprocal exchanges involving trust, support, and mutual benefit (Jepsen & Rodwell, 2020). Employees who perceive positive treatment, emotional support, and fair interpersonal relationships tend to reciprocate through constructive attitudes and beneficial workplace behavior. Positive organizational exchanges consequently encourage employees to demonstrate stronger emotional attachment, active participation, and voluntary contributions beyond formal work responsibilities.

Employee engagement reflects employees' positive emotional attachment and involvement in organizational activities, while psychological safety reflects employees' perception that the work environment supports openness, trust, and interpersonal respect. Organizational citizenship behavior (OCB) emerges when employees voluntarily contribute beyond formal job responsibilities to support organizational effectiveness (Bashir, 2024). Social Exchange Theory therefore provides a relevant explanation regarding how employee engagement strengthens psychological safety and encourages employees to demonstrate extra-role behavior within SME environments.

Employee Engagement and Psychological Safety

Employee engagement represents a positive psychological condition characterized by enthusiasm, dedication, and active involvement in work activities (Mazzetti et al., 2023). Psychological safety refers to employees' beliefs that they can express opinions, communicate openly, and participate in organizational activities without fear of criticism or negative interpersonal consequences (Petrov et al., 2023). Employees with high engagement generally demonstrate stronger emotional attachment and active participation, which may strengthen perceptions of interpersonal trust and workplace safety.

Social Exchange Theory explains that employees who experience positive emotional attachment and organizational support tend to develop reciprocal attitudes characterized by openness, trust, and constructive interaction (Bagis et al., 2026; Jepsen & Rodwell, 2020). Engaged employees are more likely to communicate actively, collaborate with colleagues, and participate confidently in organizational activities because they perceive supportive workplace relationships. Positive work involvement consequently strengthens employees' feelings of psychological security and interpersonal comfort.

Several previous studies support this relationship. Mohase et al. (2025) found that employee engagement positively strengthens psychological safety because engaged employees participate more actively in organizational interaction. Joseph & Seshadri, (2025) also confirmed that employees with strong emotional attachment tend to experience greater interpersonal trust and openness in the workplace. Similar findings were reported by (Andersson et al., 2020), who revealed that employee engagement positively influences psychological safety among SME employees in Indonesia. These findings consistently indicate that engaged employees are more likely to perceive psychologically safe work environments. Therefore, this study proposes the following hypothesis:

H1: Employee engagement positively affects psychological safety.

Psychological Safety and Organizational Citizenship Behavior

Psychological safety reflects employees' perceptions that the work environment allows them to express ideas, ask questions, and participate actively without fear of embarrassment or punishment (Petrov et al., 2023). Organizational citizenship behavior refers to voluntary employee behavior that exceeds formal job responsibilities and supports organizational effectiveness (Yamin et al., 2026). Employees who feel psychologically safe generally demonstrate greater willingness to assist colleagues, participate voluntarily, and contribute positively to organizational activities.

According to Social Exchange Theory, supportive interpersonal relationships encourage employees to reciprocate through constructive workplace behavior (Jepsen & Rodwell, 2020). Employees who perceive trust and emotional support are more likely to engage in helping behavior, teamwork, and voluntary organizational participation because they experience positive relational exchanges within the organization. Psychological safety consequently becomes an important mechanism encouraging employees to demonstrate extra-role behavior.

Several empirical studies strengthen this argument. Petrov et al. (2023) found that psychological safety positively influences organizational citizenship behavior in collaborative workplaces. Muzamil & Shah, (2025) also demonstrated that psychologically safe employees tend to engage more actively in helping behavior and voluntary participation. (Wijaya, 2023) similarly revealed that psychological safety strengthens organizational citizenship behavior among Indonesian SME employees. These findings consistently suggest that psychologically

safe work environments encourage employees to contribute beyond formal responsibilities. Accordingly, this study formulates the following hypothesis:

H2: Psychological safety positively affects organizational citizenship behavior.

Employee Engagement and Organizational Citizenship Behavior

Employee engagement reflects employees' emotional attachment, enthusiasm, and active involvement in organizational activities (Mazzetti et al., 2023). Organizational citizenship behavior represents employees' voluntary willingness to contribute beyond formal work responsibilities for organizational benefit (Bashir, 2024). Employees possessing strong emotional attachment to their work are generally more willing to demonstrate proactive behavior, support colleagues, and participate voluntarily in organizational activities.

Social Exchange Theory explains that employees who experience positive workplace relationships tend to reciprocate through constructive and beneficial organizational behavior (Jepsen & Rodwell, 2020). Engaged employees often allocate additional emotional and cognitive energy toward helping behavior, teamwork, and organizational support because they perceive meaningful relationships with their organization. High engagement therefore encourages employees to contribute beyond formal job requirements.

Several previous studies provide empirical support for this relationship Yamin et al. (2026) found that employee engagement positively influences organizational citizenship behavior because engaged employees demonstrate stronger willingness to contribute voluntarily. (Firdinata & Hendriyani, 2021) similarly reported that emotionally attached employees tend to display greater helping behavior and organizational participation. (Patil et al., 2023) also revealed that employee engagement strengthens organizational citizenship behavior among SME employees in Indonesia. These findings consistently indicate that engaged employees are more likely to perform extra-role behavior benefiting organizational effectiveness. Hence, the following hypothesis is proposed:

H3: Employee engagement positively affects organizational citizenship behavior.

Psychological Safety as a Mediating Variable

Psychological safety may function as an important psychological mechanism linking employee engagement and organizational citizenship behavior. Employees with high engagement generally experience stronger emotional attachment and workplace participation, which may encourage positive interpersonal interaction and feelings of psychological security. Employees who feel psychologically safe consequently become more willing to demonstrate helping behavior, collaboration, and voluntary organizational participation.

Social Exchange Theory explains that positive workplace exchanges encourage employees to develop reciprocal attitudes and constructive behavior Jepsen & Rodwell (2020). Employee engagement strengthens positive organizational relationships, while psychological safety provides emotional assurance that encourages employees to contribute voluntarily without fear of negative interpersonal consequences. Psychological safety therefore acts as a psychological pathway explaining how engagement influences organizational citizenship behavior.

Several previous studies support this argument. Jepsen & Rodwell, (2020) found that psychological safety mediates positive workplace attitudes and employee behavioral outcomes. Petrov et al. (2023) also reported that psychological safety functions as an important mechanism linking workplace relationships and voluntary employee behavior. Similar findings were identified by Andersson et al. (2020), who revealed that psychologically safe SME employees demonstrate stronger organizational participation and helping behavior. These findings indicate

that psychological safety may mediate the relationship between employee engagement and organizational citizenship behavior. Therefore, this study proposes the following hypothesis:

H4: Psychological safety mediates the relationship between employee engagement and organizational citizenship behavior.

2. Research Method

This study employed a quantitative approach using a cross-sectional survey design to examine the relationships among employee engagement, psychological safety, and organizational citizenship behavior among SME employees in Indonesia. Quantitative methods were considered appropriate because this study aimed to test causal relationships among variables and evaluate the mediating role of psychological safety within the proposed behavioral model.

The population of this study consisted of employees working in small and medium enterprises (SMEs) in Indonesia, particularly in culinary, retail, fashion, and service sectors. These sectors were selected because SME employees generally rely on teamwork, interpersonal interaction, and voluntary participation to support organizational activities. The study focused on employees who had worked for at least one year to ensure sufficient understanding of organizational communication patterns and workplace relationships.

This study employed purposive sampling because respondents were selected based on specific criteria relevant to the research objectives. Data were collected through an online questionnaire distributed to SME employees in several regions of Indonesia. A total of 198 valid responses were successfully collected and analyzed. (Hair, 2022) explained that a sample size above 150 is considered adequate for Partial Least Squares Structural Equation Modeling (PLS-SEM), particularly for predictive behavioral studies involving mediation analysis.

All variables were measured using previously validated instruments adapted from earlier studies and assessed using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Employee engagement indicators were adapted from Mazzetti et al. (2023), including vigor, dedication, and absorption. Psychological safety indicators were adapted from Edmondson, (1999), and Petrov et al. (2023), including openness in communication, interpersonal trust, and freedom to express opinions. Organizational citizenship behavior indicators were adapted from Organ, (1997), and Yamin et al. (2026), including helping behavior, voluntary participation, and organizational support.

Data were analyzed using SmartPLS version 4.0 through Partial Least Squares Structural Equation Modeling (PLS-SEM). The analysis included measurement model evaluation and structural model evaluation. Convergent validity was assessed using outer loading and Average Variance Extracted (AVE), while reliability was evaluated using Cronbach's alpha and composite reliability. Discriminant validity was examined using the Heterotrait-Monotrait Ratio (HTMT). Hypothesis testing and mediation analysis were conducted using the bootstrapping procedure with 5,000 subsamples. Hypotheses were considered significant when the t-statistic exceeded 1.96 and the p-value was below 0.05.

3. Results and Discussion

3.1. Results

Respondent Characteristics

A total of 198 valid responses were analyzed in this study. Based on gender, 56.1% of respondents were female and 43.9% were male. Most respondents were aged between 21–30

years, indicating that the majority of SME employees involved in this study belonged to productive working age groups. Regarding educational background, most respondents held diploma and bachelor's degrees. Employees working in culinary and retail SMEs dominated the sample, followed by fashion and service businesses. Most respondents had working experience between 1–5 years, indicating sufficient familiarity with organizational interaction and workplace dynamics within SMEs.

Measurement Model Evaluation

Convergent Validity and Reliability

Convergent validity was assessed using outer loading and Average Variance Extracted (AVE). All indicator loading values exceeded 0.70, indicating satisfactory convergent validity. AVE values for all constructs were above 0.50, demonstrating that each construct adequately explained the variance of its indicators. Reliability assessment also showed that Cronbach's alpha and composite reliability values exceeded the recommended threshold of 0.70, indicating strong internal consistency reliability.

Table 1. Convergent Validity and Reliability Results

Variable	Cronbach's Alpha	Composite Reliability	AVE
Employee Engagement	0.901	0.926	0.715
Psychological Safety	0.894	0.921	0.703
Organizational Citizenship Behavior	0.912	0.934	0.739

Source : ..

The results indicate that all constructs fulfilled the recommended validity and reliability criteria.

Discriminant Validity

Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT). All HTMT values were below the threshold of 0.90, indicating adequate discriminant validity among constructs.

Table 2. HTMT Results

Variable	1	2	3
1. Employee Engagement	-	-	-
2. Psychological Safety	0.721	-	-
3. Organizational Citizenship Behavior	0.774	0.742	.

These findings confirm that each construct was empirically distinct from the others.

Common Method Bias Assessment

Common method bias was assessed using the full collinearity test. All Variance Inflation Factor (VIF) values were below 3.3, indicating that common method bias was not a serious issue in this study (Kock, 2015).

Structural Model Evaluation

Coefficient of Determination (R²)

The coefficient of determination analysis showed that employee engagement explained 52.4% of the variance in psychological safety. Meanwhile, employee engagement and psychological safety jointly explained 63.1% of the variance in organizational citizenship behavior. These findings indicate moderate to substantial predictive capability of the proposed model.

Table 3. R² Results

Endogenous Variable	R ²
Psychological Safety	0.524
Organizational Citizenship Behavior	0.631

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure with 5,000 subsamples. The results are presented in Table 4.

Table 4. Hypothesis Testing Results

Hypothesis	Relationship	Beta	t-value	p-value	Result
H1	Employee Engagement → Psychological Safety	0.724	11.285	< 0.001	Supported
H2	Psychological Safety → Organizational Citizenship Behavior	0.391	5.672	< 0.001	Supported
H3	Employee Engagement → Organizational Citizenship Behavior	0.418	6.031	< 0.001	Supported
H4	Employee Engagement → Psychological Safety → Organizational Citizenship Behavior	0.283	4.918	< 0.001	Supported

The findings indicate that employee engagement positively influences psychological safety and organizational citizenship behavior. Psychological safety also positively affects organizational citizenship behavior. Mediation analysis further demonstrates that psychological safety significantly mediates the relationship between employee engagement and organizational citizenship behavior. These findings suggest that engaged employees are more likely to demonstrate extra-role behavior when they perceive psychologically safe workplace environments characterized by openness, trust, and supportive interpersonal relationships.

3.2. Discussion

The findings demonstrate that employee engagement positively influences psychological safety among SME employees in Indonesia. Employees possessing strong emotional attachment, enthusiasm, and active involvement in organizational activities tend to experience greater interpersonal trust and openness within the workplace. Engaged employees generally feel more comfortable expressing ideas, participating in discussions, and communicating openly because

they perceive supportive relationships with colleagues and supervisors. SME environments frequently depend on close interpersonal interaction and collaborative work systems, making emotional attachment and workplace relationships increasingly important for maintaining positive organizational climates.

These findings strengthen Social Exchange Theory, which explains that employees tend to reciprocate positive organizational experiences through constructive attitudes and relational behavior (Jepsen & Rodwell, 2020). Employee engagement reflects positive emotional exchange between employees and organizations, while psychological safety emerges when employees perceive trust, support, and mutual respect in workplace relationships. Positive workplace exchanges therefore encourage employees to participate more openly and confidently in organizational activities.

The findings align with several previous studies emphasizing the relationship between employee engagement and psychological safety. Mohase et al. (2025) found that engaged employees tend to demonstrate greater openness and interpersonal trust in digitally intensive workplaces. Joseph & Seshadri, (2025) similarly reported that emotional attachment and active work involvement strengthen employees' perceptions of psychological security. Andersson et al. (2020) also revealed that engaged SME employees in Indonesia experience stronger feelings of workplace safety and interpersonal support. These findings indicate that engagement functions not only as a motivational condition but also as an important driver of positive relational climates within organizations.

The study further reveals that psychological safety positively influences organizational citizenship behavior (OCB). Employees who feel psychologically safe are more willing to assist colleagues, participate voluntarily in organizational activities, and contribute beyond formal job responsibilities because they do not fear criticism or negative interpersonal consequences. SME employees frequently work in flexible and collaborative environments where teamwork and voluntary participation become essential for maintaining operational effectiveness. Employees who perceive supportive interpersonal relationships consequently become more willing to engage in helping behavior and organizational participation.

This finding strongly supports Social Exchange Theory, which argues that supportive workplace relationships encourage employees to reciprocate through constructive and beneficial behavior (Jepsen & Rodwell, 2020). Employees experiencing interpersonal trust and emotional support are more likely to demonstrate voluntary contributions because they perceive fair and positive relational exchanges within the organization. Psychological safety therefore becomes an important psychological condition encouraging employees to perform extra-role behavior.

Several previous studies support these findings. Petrov et al. (2023) found that psychological safety significantly strengthens helping behavior and voluntary participation in collaborative workplaces. Muzamil & Shah, (2025) also demonstrated that psychologically safe employees are more likely to engage in citizenship behavior supporting organizational effectiveness. Similar evidence was identified by (Wijaya, 2023), who reported that psychological safety positively influences organizational citizenship behavior among Indonesian SME employees. These findings consistently indicate that psychologically safe work environments encourage employees to contribute beyond formal work obligations.

The findings additionally indicate that employee engagement positively influences organizational citizenship behavior. Employees possessing strong emotional attachment and enthusiasm toward their work tend to allocate additional emotional and cognitive energy toward helping behavior, teamwork, and organizational support. Engaged employees generally demonstrate stronger willingness to contribute voluntarily because they perceive meaningful

relationships with their organization and work activities. Organizational citizenship behavior consequently emerges as a form of positive reciprocal behavior resulting from employees' emotional involvement and organizational commitment.

These findings are consistent with previous studies examining employee engagement and extra-role behavior. Yamin et al. (2026) found that engaged employees tend to demonstrate stronger organizational citizenship behavior because they are more willing to contribute voluntarily to organizational success. Firdinata & Hendriyani, (2021) similarly reported that emotionally attached employees show greater helping behavior and organizational participation. Patil et al. (2023) also identified that employee engagement positively influences organizational citizenship behavior among SME employees in Indonesia. These findings suggest that engagement functions not only as a motivational factor but also as an important organizational resource encouraging voluntary and collaborative workplace behavior.

Another important finding demonstrates that psychological safety significantly mediates the relationship between employee engagement and organizational citizenship behavior. This result indicates that engaged employees are more likely to demonstrate extra-role behavior when they also perceive psychologically safe workplace environments characterized by trust, openness, and supportive interpersonal interaction. Employee engagement alone may encourage emotional attachment and work involvement, but psychological safety provides emotional assurance that employees can participate actively and voluntarily without fear of negative interpersonal consequences.

The mediation finding strengthens Social Exchange Theory by demonstrating that positive workplace relationships and emotional attachment encourage employees to reciprocate through constructive and voluntary organizational behavior. Engaged employees who perceive psychologically safe work environments consequently become more willing to assist colleagues, participate actively, and contribute beyond formal job responsibilities within SME environments.

4. Conclusion

This study concludes that employee engagement positively influences psychological safety and organizational citizenship behavior among SME employees in Indonesia. Employees possessing strong emotional attachment and active involvement in organizational activities tend to demonstrate greater openness, interpersonal trust, and willingness to contribute beyond formal work responsibilities. Psychological safety also positively strengthens organizational citizenship behavior because employees who feel respected, supported, and emotionally secure are more likely to participate voluntarily, assist colleagues, and contribute positively to organizational activities. The findings further confirm that psychological safety significantly mediates the relationship between employee engagement and organizational citizenship behavior, indicating that supportive interpersonal environments strengthen the positive influence of engagement on extra-role behavior.

The study strengthens Social Exchange Theory by demonstrating that positive workplace relationships encourage reciprocal employee behavior in the form of organizational citizenship behavior. Integrating employee engagement, psychological safety, and organizational citizenship behavior within a single framework also enriches the organizational behavior literature, particularly in SME environments characterized by close interpersonal interaction and collaborative work systems.

Practically, the findings imply that SMEs should not only focus on employee productivity but also develop supportive organizational climates that strengthen interpersonal trust, communication openness, and employee involvement. Organizational efforts to improve

employee engagement and psychological safety are important because psychologically secure employees are more likely to demonstrate helping behavior, teamwork, and voluntary organizational participation that support organizational sustainability.

Several limitations should also be acknowledged. This study focused only on SME employees in Indonesia and employed a cross-sectional design, limiting the generalizability and dynamic interpretation of the findings. Future studies are therefore encouraged to involve broader organizational sectors, longitudinal approaches, and additional behavioral variables such as workplace trust, organizational commitment, employee well-being, or leadership style to provide deeper understanding regarding organizational citizenship behavior in contemporary workplaces.

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