

WORKPLACE WELLBEING AND EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR THROUGH WORK MOTIVATION

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2025-03-22	2025-03-22	2025-03-24	2025-04-19

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Abstract

This study aims to analyze the effect of workplace well-being and employee engagement on Organizational Citizenship Behaviour (OCB) through work motivation at PT Pesonna Optima Jasa Jakarta. Workplace well-being is an essential factor that can enhance employee work motivation, ultimately influencing their extra-role behavior within the organization. Employee engagement also plays a crucial role in boosting work motivation, contributing to the creation of a productive and harmonious work environment. This research employs a quantitative method with a survey approach, where data was collected through questionnaires distributed to employees of PT Pesonna Optima Jasa Jakarta. The results indicate that workplace well-being and employee engagement have a positive and significant impact on work motivation. Furthermore, work motivation is proven to be a significant mediator in the relationship between workplace wellbeing and OCB, as well as employee engagement and OCB. These findings affirm that to enhance OCB, companies must focus on improving employee workplace well-being and engagement by fostering work motivation.

Keywords— Workplace wellbeing, Employee Engagement, Work Motivation, Organizational Citizenship Behaviour (OCB)

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh workplace wellbeing dan Employee Engagement terhadap Organizational Citizenship Behaviour (OCB) melalui Work Motivation di PT Pesonna Optima Jasa Jakarta. Workplace wellbeing merupakan faktor penting yang dapat meningkatkan Work Motivation karyawan, yang pada akhirnya berdampak pada perilaku ekstra peran mereka dalam organisasi. Employee Engagement juga berperan penting dalam meningkatkan Work Motivation, yang berkontribusi pada penciptaan lingkungan kerja yang produktif dan harmonis. Penelitian ini menggunakan metode kuantitatif dengan pendekatan survei, di mana data dikumpulkan melalui kuesioner yang diberikan kepada karyawan PT Pesonna Optima Jasa Jakarta. Hasil penelitian menunjukkan bahwa workplace wellbeing dan Employee Engagement berpengaruh positif dan signifikan terhadap Work Motivation. Selain itu, Work Motivation terbukti sebagai mediator yang signifikan dalam hubungan antara workplace wellbeing dan OCB, serta Employee Engagement dan OCB. Temuan ini menegaskan bahwa untuk meningkatkan OCB, perusahaan harus memperhatikan aspek kesejahteraan karyawan ditempat kerja dan keterlibatan mereka melalui peningkatan Work Motivation.

Kata kunci— Workplace wellbeing, Employee Engagement, Work Motivation, Organizational Citizenship Behaviour (OCB).

INTRODUCTION

The success of an organization is greatly influenced by human resources (HR), which act as the main driver in smooth operations. HR not only supports the use of physical and capital resources, but also optimizes the potential of both. In order for HR to work optimally, companies need to establish clear authority and obligations through mutually agreed standards. One important factor in this regard is work motivation, which determines whether employees will work optimally or not (Duan et al., 2019; Wilis & Zamralita, 2023). Organizational Citizenship Behavior (OCB) according to Organ (Margahana, 2020) is a form of voluntary behavior shown by employees that can be seen in the form of helping each other in relevant work in the organization, creating higher work results than requested by the company, being able to tolerate disturbances that occur in the workplace, protecting themselves from problems that can arise in the workplace, and participating in maintaining the survival of the company. Employees who demonstrate OCB tend to help coworkers, participate in organizational activities, and show greater commitment to organizational goals (Podsakoff in He et al., 2019). Research by Nadira et al. (2023) shows that OCB is positively related to job satisfaction and employee engagement, indicating the importance of creating a supportive work environment to encourage this behavior.

Work motivation is the drive that motivates individuals to achieve goals set by the company. Work motivation is a drive that influences the intensity, direction, and persistence of employees in carrying out their tasks. According to Maslow in Saleem et al., (2022), work motivation can be understood through a hierarchy of needs, where physiological, safety, social, esteem, and self-actualization needs must be met to increase motivation. Motivation is a process that explains a person's strength, direction, and persistence in an effort to achieve goals. Motivated individuals will persist with their tasks for a long time and encourage them to do their best to complete their responsibilities without fear. With motivation, every job or activity carried out can feel easy, faster, happier and less stressful (Riyanto et al., 2021). Research by Ryan and Deci (2020) shows that intrinsic motivation, which comes from satisfaction and achievement in work, plays an important role in improving performance and OCB. Employees who feel motivated tend to be more proactive and contribute more to the organization (Fatmasari & Rozaq, 2023). This factor greatly influences employee behavior in achieving productive performance. Fatmasari & Rozaq (2023) state that work motivation includes conditions that arouse, direct, and maintain work-related behavior. In the midst of increasingly fierce competition, organizations need employees who not only carry out their main tasks but also behave proactively, such as helping coworkers through Organizational Citizenship Behavior (OCB) (Naway, 2018).

However, in many companies, including PT Pesonna Optima Jasa Jakarta, low OCB problems are often encountered. Employees that disregard their coworkers and just concentrate on their primary responsibilities might cause harm to the company. This low OCB is caused by several factors, such as employee orientation that only focuses on salary, lack of good social relationships between coworkers, and minimal desire to help coworkers who are having difficulties (Gema Pertiwi & Yanti, 2024; Hartati et al., 2024).

In addition to work motivation, employee engagement also has a major impact on employee performance. Employee engagement is the level of emotional, physical, and cognitive attachment of employees to their work and organization. Kahn in (Taylor, 2014), defines employee engagement as the utilization of organizational members in their work roles. Research by Schaufeli and Bakker in (Wardhani et al., 2020) shows that employee engagement is positively related to work motivation and OCB. Engaged employees tend to feel more motivated and committed to contributing more to the organization. Employees who feel connected to the company's values are more likely to behave positively and work efficiently. This can increase overall productivity and performance (Hartati et al., 2024; Legona & Effendi, 2024).

Not only work motivation and employee engagement, but workplace wellbeing also has a major impact on employee motivation and performance. Employee happiness is one of the most important issues in Human Resources (HR) development. Feeling happy at work is more than

just making some investments and getting something in return according to Boehm in Peri Cignitas et al., (2022). Christakis & Fowler in Fei, (2019) Individual factors such as personal characteristics, level of perception, psychological factors that can cause stress, and emotional intelligence all affect well-being in the workplace. The components of organizational happiness have been stated in three areas: job satisfaction, organizational commitment, and employee engagement (Fisher in Salas-Vallina & Alegre, 2021). Workplace wellbeing refers to the condition of physical, mental, and emotional wellbeing of employees in the workplace. According to Page in (Maulidina & Kadiyono, 2021) workplace wellbeing consists of job satisfaction and positive affect experienced by employees. Research by Harter et al. in (Dewi & Wardhani, 2024) shows that employees who feel well-being at work have better performance and are more likely to demonstrate OCB. Good well-being in the workplace not only increases work motivation, but also creates an environment that supports employee engagement. Employees who are satisfied with their physical, social, and emotional conditions in the workplace tend to be more productive and committed to achieving organizational goals. On the other hand, dissatisfaction with work well-being can reduce motivation and have a negative impact on employee performance (Dewi & Wardhani, 2024; Rizki et al., 2021).

A decrease in work well-being can lead to a significant decrease in motivation, which ultimately impacts employee performance. Workplace problems such as work pressure, unclear tasks, and poor relationships between coworkers can reduce productivity, as well as increase absenteeism and turnover rates. In fact, physical and psychological health problems can arise for employees who are stressed by unsupportive working conditions (Akhsan & Pendrian, 2024; Nurul Islam et al., 2024).

Therefore, companies must maintain employee welfare by creating healthy, supportive, and adequate working conditions. This is not only important for maintaining work motivation but also for ensuring optimal employee performance. Employees who feel appreciated and cared for tend to have higher productivity and are more loyal to the company (Kanda Saepudin & Rahmat Arifin, 2024; Miami et al., 2024).

Overall, work motivation, organizational commitment, and employee well-being factors are interrelated and affect both individual and organizational performance. Therefore, it is important for companies to focus on creating a healthy and supportive work environment, where employees feel motivated, valued, and able to contribute more than just fulfilling their primary tasks. Thus, organizational productivity and effectiveness will increase, and can achieve the goals that have been set (Singh et al., 2019; Xu et al., 2023). The purpose of this study is to identify and describe the level of workplace wellbeing, employee engagement, work motivation, and Organizational Citizenship Behavior (OCB) in PT Pesonna Optima Jasa Jakarta employees, as well as to test and analyze the positive influence of each of these factors on work motivation and OCB. This study also aims to test the indirect effect of workplace wellbeing and employee engagement on OCB through work motivation in employees in the company.

The hypotheses in this study are as follows: H1: There is a positive and significant effect of workplace wellbeing on Organizational Citizenship Behavior (OCB) at PT Pesonna Optima Jasa Jakarta. H2: There is a positive and significant effect of employee engagement on employee work motivation at PT Pesonna Optima Jasa Jakarta. H3: There is a positive and significant effect of workplace wellbeing on employee work motivation at PT Pesonna Optima Jasa Jakarta. H4: There is a positive and significant effect of employee engagement on employee OCB at PT Pesonna Optima Jasa Jakarta. H5: There is a positive and significant effect of work motivation on employee OCB at PT Pesonna Optima Jasa Jakarta. H6: There is a positive and significant indirect effect of workplace wellbeing on OCB through work motivation at PT Pesonna Optima Jasa Jakarta. H7: There is a positive and significant indirect effect of employee engagement on OCB through work motivation at PT Pesonna Optima Jasa Jakarta.

METHOD

This study uses a quantitative research method with the aim of testing the hypothesis and analyzing the influence or relationship between the variables that have been determined. This

study will be conducted in the work environment at PT Pesonna Optima Jasa Jakarta, where data is collected through a questionnaire with participating employees. The analysis will focus on the relationship between well-being, employee engagement, work motivation, and OCB, with the hope of providing a deeper understanding of the factors that contribute to positive employee behavior in the workplace. This population includes various divisions and job levels in the company. Amount of permanent employees is 121 people. This study uses a non-probability sampling technique, with a purposive sampling approach and saturated sampling (census). The selection of samples was carried out by considering employees who have more than one year of work experience, which is around 121 people. The purpose of this selection is to provide a clearer and more in-depth picture of the relationship between variables such as workplace well-being, employee engagement mediated by work motivation, which can affect the level of Organizational Citizenship Behavior (OCB). The census technique is used to ensure that all members of the population relevant to the variables studied are sampled, so that the analysis of the relationship between variables can be more accurate and answer the research hypothesis. This study uses quantitative statistical data analysis techniques with the Partial Least Square (PLS) analysis model to test the influence between variables such as workplace wellbeing, employee engagement, work motivation, and Organizational Citizenship Behavior (OCB). In this study, workplace wellbeing and employee engagement function as independent variables, while OCB is the dependent variable, with work motivation as a connecting variable that connects the relationship between these variables at PT Pesonna Optima Jasa Jakarta.

RESULT AND DISCUSSION

The data obtained uses a range from 1 to 4 (Likert scale) which is used to measure or see respondents' responses to Workplace wellbeing, work involvement, motivation and Organizational Citizenship Behavior where respondents' responses to each variable will be entered into the scale range

Table 1. Descriptive Statistics

No	Variable	Mean
1.	Workplace wellbeing	3.210
2.	Employee Engagement	3.314
3.	Work Motivation	3.074
4.	Organizational Citizenship Behaviour	3.214

Source: Data Processed by Researchers, 2025

The results of the data analysis show that respondents have a positive perception of the various variables studied. Workplace wellbeing was recorded with a mean value of 3,210, indicating that respondents feel quite prosperous in the work environment, although there is still room for improvement. Employee Engagement has the highest mean value, which is 3,314, indicating high motivation and dedication to work and the organization. Work Motivation obtained a mean value of 3,074, indicating a good level of motivation although slightly lower than other variables. Meanwhile, Organizational Citizenship Behavior (OCB) with a mean value of 3,214 shows that respondents tend to have positive behavior in helping the organization voluntarily, reflecting a sense of concern for the success of the organization. Path Coefficient testing in this study aims to determine the level of influence partially and also to determine whether the relationship between variables leads to a positive relationship or a negative relationship. This test is carried out through bootstrapping on SmartPLS. This test is carried out to test the hypothesis in the study. The analysis was carried out using the path coefficient, T-statistic value, and p value obtained through the bootstrapping process to test the structural model. This test aims to see whether the relationship between variables in the structural model is significant. The structural model can be considered feasible if the T-statistic value generated from the bootstrapping process is greater than 1.96 at a significance level of

0.05, which indicates that the relationship between variables in the model is statistically significant. (Hair, Jr. et al., 2022: 152) The relationship between variables in this research model can be seen from the results of the path coefficient estimation and its significance level (P Value). The following is a picture of the test results using SmartPLS.

To test the proposed research hypothesis, it can be seen from the magnitude of the P Value. If the magnitude of the P Value is smaller than 0.05, then there is a significant influence. The results of the path coefficient estimation to test the strength of the influence between variables and explain the firmness of the relationship between the direction of the variables can be seen in the table below.

Table 2. Path Coefficient Estimation Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Workplace wellbeing -> Work Motivation	0.624	0.619	0.074	8.392	0.000
Workplace wellbeing -> Organizational Citizenship Behavior	0.351	0.346	0.098	3.564	0.000
Employee Engagement -> Work Motivation	0.307	0.314	0.064	4.795	0.000
Employee Engagement -> Organizational Citizenship Behavior	0.153	0.154	0.071	2.137	0.033
Work Motivation -> Organizational Citizenship Behavior	0.396	0.405	0.108	3.670	0.000

Source: Data Processed by Researchers. 2025

The results of the path analysis show a significant relationship between the various variables in this study. The first path, namely the influence of Workplace wellbeing on Work Motivation, has an Original Sample (O) value of 0.624, which means that increasing workplace wellbeing will increase Work Motivation by 62.4%. The Sample Mean (M) value of 0.619 and Standard Deviation (STDEV) of 0.074 indicate very good consistency of results. The T Statistics value of 8.392, which is much higher than the threshold of 1.96, indicates a very statistically significant relationship. P Values of 0.000 emphasize that this relationship is very significant. The second path, namely the influence of Workplace wellbeing on Organizational Citizenship Behavior (OCB), has an Original Sample (O) value of 0.351. This shows that workplace wellbeing has a positive influence on OCB, although its influence is smaller than Work Motivation. The Sample Mean (M) value of 0.346 and Standard Deviation (STDEV) of 0.098 indicate good consistency in the results of this study. The T Statistics value of 3.564, which is far above the significance limit, and P Values of 0.000 indicate that this relationship is statistically significant.

The third path is Employee Engagement on Work Motivation, with an Original Sample (O) value of 0.307. This indicates that increasing Employee Engagement will increase Work Motivation by 30.7%. The Sample Mean (M) value of 0.314 and Standard Deviation (STDEV) of 0.064 indicate fairly good consistency in the results. The T Statistics value of 4.795 and P Values of 0.000 indicate that this relationship is statistically significant, which means that Employee Engagement does have a positive effect on Work Motivation.

The influence of Employee Engagement on OCB has an Original Sample (O) value of 0.153, which indicates a positive influence although smaller than other paths. The Sample Mean (M) value of 0.154 and the Standard Deviation (STDEV) of 0.071 indicate the stability of the

results. The T Statistics value of 2.137, although close to the significant threshold (1.96), and the P Values of 0.033 which are smaller than 0.05, indicate that this relationship is statistically significant, although its influence is smaller compared to other paths. The last path, namely the influence of Work Motivation on OCB, has an Original Sample (O) value of 0.396. This shows that Work Motivation has a fairly strong positive influence on OCB, where increasing Work Motivation will increase OCB by 39.6%. The Sample Mean (M) value of 0.405 and the Standard Deviation (STDEV) of 0.108 indicate good consistency. The T Statistics value of 3.670 and P Values of 0.000 indicate that this relationship is very statistically significant, indicating that Work Motivation has an important role in increasing OCB. After obtaining the direct effect results, an indirect effect estimate is then carried out by adding intervening variables between the independent variables and the dependent variables. As can be seen in the following Table:

Table 3. Indirect Effect Estimation Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Workplace wellbeing -> Work Motivation -> Organizational Citizenship Behaviour	0.247	0.253	0.082	2.998	0.003
Employee Engagement -> Work Motivation -> Organizational Citizenship Behaviour	0.122	0.126	0.038	3.210	0.001

Source: Data Processed by Researchers. 2025

The results of the path analysis show that Workplace wellbeing has a significant positive effect on Organizational Citizenship Behavior (OCB) through Work Motivation, with an Original Sample (O) value of 0.247. This means that increasing workplace wellbeing will increase Work Motivation, which then has a positive impact on OCB with a contribution of 24.7%. The Sample Mean (M) value of 0.253 shows very good consistency, while the Standard Deviation (STDEV) of 0.082 shows relatively low variation. T Statistics of 2.998, which is far above the threshold of 1.96, indicates that this relationship is very statistically significant, and P Values of 0.003 emphasize that the mediation of Work Motivation in this relationship is significant. Meanwhile, the Employee Engagement path to OCB through Work Motivation also shows a positive and significant effect, although with a smaller contribution of 12.2%. The Original Sample (O) value of 0.122 indicates that Employee Engagement increases their Work Motivation, which then has a positive impact on OCB. The Sample Mean (M) of 0.126 indicates very good consistency, with a Standard Deviation (STDEV) of 0.038 reflecting very low variation. The T Statistics value of 3.210, which is much greater than the threshold of 1.96, indicates a statistically significant relationship, and the P Values of 0.001 confirm that the mediation of Work Motivation in this path is also very significant.

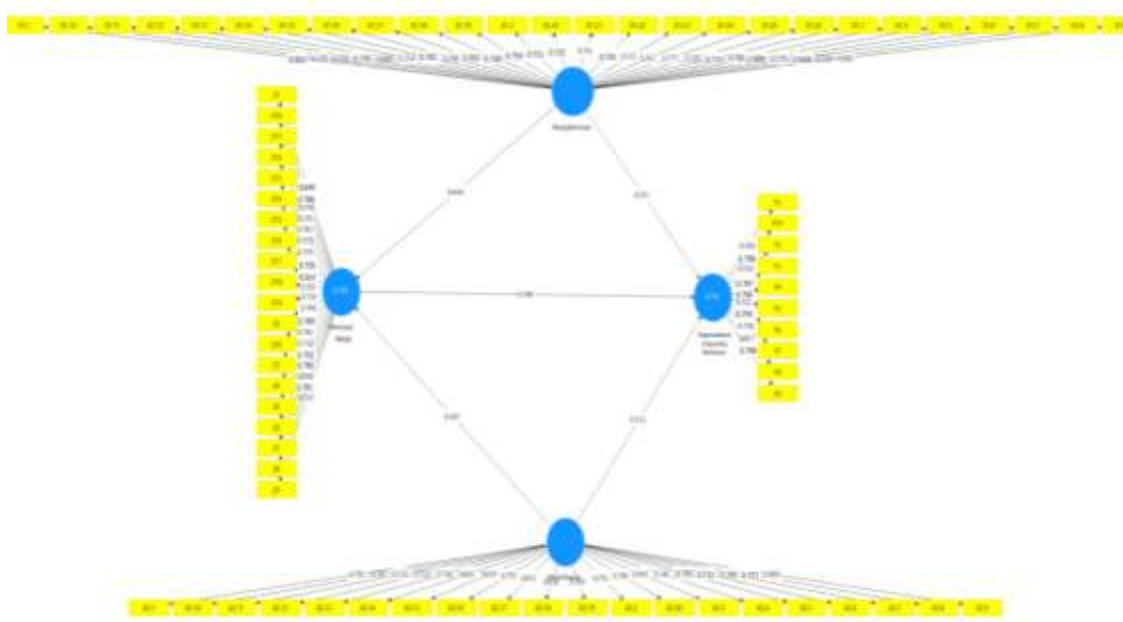


Figure 1. Inner Path Diagram of the SmartPLS SEM Model
Source: Data Processed by Researchers. 2025

The results of this study indicate a positive and significant influence between workplace wellbeing and Organizational Citizenship Behavior (OCB) at PT Pesonna Optima Jasa Jakarta, with a T-statistic value of 3.564 and a p-value of 0.000, indicating that employee well-being is positively related to OCB behavior. Employees who feel physically, mentally, and emotionally well-being tend to be more involved in activities that support the organization, including extra-role behaviors such as helping coworkers and playing a role in achieving company goals. These results are in line with research by Mousa et al. (2021), which found that employee well-being affects increased OCB. By improving employee well-being, PT Pesonna Optima Jasa Jakarta can stimulate OCB behavior, which contributes to organizational success. The practical implication is that companies need to provide comprehensive well-being programs, create a supportive work environment, and reward employees to increase their engagement and OCB (Wardhani et al., 2020; Dewi & Wardhani, 2024). Employee Engagement has a positive and significant influence on Work Motivation at PT Pesonna Optima Jasa Jakarta, with a T-statistic of 4.795 and a p-value of 0.000. These results indicate that employees who are emotionally, physically, and cognitively involved in their work are more motivated to give their best in their tasks. This involvement creates a sense of ownership and responsibility for the work, which drives intrinsic motivation to perform better. This study supports the Self-Determination Theory (SDT) which states that engagement is directly related to basic human needs, such as competence and control in work (Ryan et al., 2020). These results are also in line with previous research by Bustasar et al. (2019), which showed that Employee Engagement increases Work Motivation and performance. The practical implication of these findings is that companies need to increase Employee Engagement by providing opportunities to be involved in decision-making, improving social relationships in the workplace, and providing appropriate challenges to increase their Work Motivation and performance (Zaytuna & Dwarawati, 2024). Workplace wellbeing has a positive and significant influence on employee Work Motivation at PT Pesonna Optima Jasa Jakarta, with a T-statistic of 8.392 and a p-value of 0.000, which supports the hypothesis that employee wellbeing drives their motivation to work better. Factors that influence employee wellbeing include physical, emotional, social conditions, adequate work facilities, and harmonious relationships in the workplace. This is in line with Maslow's Hierarchy of Needs which states that fulfilling employees' basic needs increases their

motivation to excel. Previous studies by Nurjaelani & Budiman (2024), Umillah & Etikariena (2019), P support this finding, which shows that employee wellbeing is closely related to increased Work Motivation and organizational performance (Widiana et al., 2020).

This study shows that Employee Engagement has a positive and significant effect on Organizational Citizenship Behavior (OCB) at PT Pesonna Optima Jasa Jakarta, with a T-statistic value of 2.137 and a p-value of 0.033, which supports hypothesis H4. Employee Engagement, which includes employee commitment and relationship to the organization, encourages them to demonstrate voluntary actions that support organizational goals, although its effect on OCB in this company is relatively small. Previous studies by Sofiah et al. (2022) and Wardhani et al. (2020) showed that Employee Engagement has a positive effect on OCB, but other factors such as Work Motivation and personal character also play an important role, as explained by Organ in Sofiah et al. (2022) which highlights the influence of factors other than engagement on OCB behavior. This study shows that Work Motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB) at PT Pesonna Optima Jasa Jakarta, with a T-statistic value of 3.670 and a p-value of 0.000, which supports the H5 hypothesis. Work Motivation, which is influenced by intrinsic factors such as satisfaction and recognition, as well as extrinsic factors such as compensation and development opportunities, encourages employees to engage more in voluntary behavior that supports the organization. This study is consistent with the findings of Fatmasari & Rozaq (2023) which state that Work Motivation, both intrinsic and extrinsic, plays a major role in increasing OCB. Therefore, companies need to create a work environment that can increase employee motivation, such as providing appropriate rewards and career development opportunities, to encourage more OCB behavior that supports organizational success. This study shows that employee welfare has an indirect effect on Organizational Citizenship Behavior (OCB) through Work Motivation as a mediator at PT Pesonna Optima Jasa Jakarta. The results of the analysis show an Original Sample (O) value of 0.247, with T Statistics 2.998 and P Value 0.003, indicating that Work Motivation plays an important role in the relationship between employee well-being and OCB. Employees who feel well-being, both physically and mentally, are more motivated to contribute further to the organization, thereby increasing their OCB behavior. This finding is consistent with previous studies showing that Work Motivation links employee well-being factors with extra-role behavior (Handayani et al., 2022; Khairunisa). Therefore, companies can improve employee well-being as a first step to strengthen their Work Motivation, which in turn will increase OCB and support organizational performance. This study shows that Work Motivation plays a significant role as a mediator between Employee Engagement and Organizational Citizenship Behavior (OCB), with a fairly significant influence (O = 0.122, T Statistics = 3.210, P Value = 0.001). Employees who are more engaged in their work tend to be more motivated and exhibit extra-role behaviors that support the organization. These results are supported by previous studies showing that Employee Engagement increases Work Motivation, which in turn is positively related to OCB (Wardhani et al., 2020; Sofiah et al., 2022). To improve OCB, companies such as PT Pesonna Optima Jasa Jakarta are advised to focus on improving Employee Engagement and their motivation through recognition, job challenges, and career development programs (Dewi & Wardhani, 2024).

CONCLUSION AND RECOMMENDATION

Based on the results of hypothesis testing, and discussions as explained in previous chapters. The following conclusions can be drawn:

1. Based on the results of the study, it can be stated that the variables of workplace wellbeing, Employee Engagement, Work Motivation, and Organizational Citizenship Behavior (OCB) are all in good condition. All research variables show values that are consistent with good employee perceptions of the factors that support their performance in the workplace.
2. The results show that there is a positive and significant influence of workplace wellbeing on the Organizational Citizenship Behavior (OCB) of employee work at PT Pesonna Optima Jasa Jakarta.

3. The results of this study indicate that there is a positive and significant influence of Employee Engagement on Employee Work Motivation at PT Pesonna Optima Jasa Jakarta.
4. There is a positive and significant influence of workplace wellbeing on employee OCB at PT Pesonna Optima Jasa Jakarta.
5. The results show that there is a positive and significant influence of Employee Engagement on employee OCB at PT Pesonna Optima Jasa Jakarta.
6. The results show that there is a positive and significant influence of Work Motivation which has a positive effect on employee OCB at PT Pesonna Optima Jasa Jakarta.
7. The results show that there is a positive and significant influence between workplace wellbeing on OCB through employee Work Motivation at PT Pesonna Optima Jasa Jakarta.
8. The results show that there is a positive and significant influence between Employee Engagement on OCB through employee Work Motivation at PT Pesonna Optima Jasa Jakarta. Summarize.

Based on the conclusions above, there are several suggestions for PT Pesonna Optima Jasa Jakarta, as follows:

1. PT POJ has been optimal in its workplace wellbeing policy, but needs to strengthen a work culture that supports collaboration, sustenance, and openness, as well as providing mental health services through regular counseling to support employee emotional wellbeing.
2. The workplace wellbeing program can be improved by ensuring the consistency of a supportive work culture, providing flexible working hours, as well as reward and career development programs to increase employee engagement and motivation.
3. Employees are expected to continue to actively maintain a collaborative work environment and have high engagement and OCB for the progress of the company.
4. Further research is expected to develop variables that have not been identified and use a more diverse approach to understand the dynamics of employee organizational behavior more comprehensively.

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