

# THE MODERATING EFFECT OF EMPLOYEE LOYALTY ON THE RELATIONSHIP BETWEEN WORK ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR\*

**Tumaç İsmailoğlu**

*Istanbul Ticaret University, Doctorate Student,*

*Department of Business Administration*

[tumac.ismailoglu@gmail.com](mailto:tumac.ismailoglu@gmail.com), ORCID: 0000-0003-0468-3323

**Doç. Dr. Nurgül Keleş Tayşır**

*Istanbul Ticaret University, Department of Business Administration*

[nktaysir@ticaret.edu.tr](mailto:nktaysir@ticaret.edu.tr), ORCID: 0000-0002-0232-2404

## ABSTRACT

*This study investigates the moderating role of employee loyalty in the relationship between work engagement and organizational citizenship behavior (OCB). Data was collected by a survey method from 522 employees working in the tourism sector, including agencies, transportation companies, and hotels in Istanbul, Turkey. Data were analyzed using SPSS 26 and AMOS 23 software. The findings state that employee loyalty has a moderating role on the relationship between work engagement and OCB. In addition, it is thought that the effect of increasing employee loyalty on the relationship between work engagement and OCB will strengthen commitment-based behaviors.*

**Keywords:** Organizational Citizenship Behavior, Work Engagement, Employee Loyalty, Moderating Analysis.

**Research Field:** Organizational Behaviour

**Research Type:** Research

**JEL Codes:** J20, D23

*Gönderim Tarihi: 03.10.2024; Kabul Tarihi: 08.03.2025*

*Copyright © İstanbul Ticaret Üniversitesi Girişimcilik Dergisi*

## İŞE ADANMIŞLIĞIN ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI ÜZERİNDEKİ ETKİSİNDE ÇALIŞAN SADAKATİNİN DÜZENLEYİCİ ROLÜ

### ÖZ

*Bu çalışma, çalışan sadakatinin işe adanmışlık ile örgütsel vatandaşlık davranışı (OCB) arasındaki ilişkide düzenleyici rolünü araştırmaktadır. Veriler, İstanbul Türkiye'deki acenteler, ulaşım ve oteller dahil olmak üzere turizm sektöründeki 522 çalışandan anket yöntemiyle toplanmıştır. Verilerin analizinde SPSS 26 ve AMOS 23 istatistik programları kullanılmıştır. Bulgular, çalışan sadakatinin işe adanmışlık ile OCB arasındaki ilişkide düzenleyici role sahip olduğunu göstermiştir. Ayrıca çalışan sadakatinin artırılmasının, işe adanmışlık ile örgütsel vatandaşlık davranışı arasındaki ilişkiye etkisinin, bağlılık temelli davranışları güçlendireceği düşünülmektedir.*

**Anahtar Kelimeler:** Örgütsel Vatandaşlık Davranışı, İşe Adanmışlık, Çalışan Sadakati, Düzenleyici Değişken Analizi

**Araştırma Alanı:** Örgütsel Davranış

**Araştırma Türü:** Araştırma

**JEL Kodları:** J20, D23

---

\* This study was produced from the PhD thesis of a student named Tumaç İsmailoğlu in the English Business Administration Program of İstanbul Ticaret University Graduate Education Institute.

## **1. INTRODUCTION**

In today's environment, organizations must continuously evolve and enhance their technology, production techniques, management strategies and business models to achieve success. Therefore, for sustainable success and competitive advantage, organizations are focusing on human capital - individuals who generate qualitative value, make decisions, can be developed, and are difficult to imitate and replace.

Over the past 20 years, the impact of loyalty, satisfaction, organizational commitment and organizational dynamics on OCB, engagement and employee loyalty has been extensively studied and has gained significant importance. It has been widely researched that there is a positive relationship between organizational commitment and organizational citizenship behavior and that when employees are committed to their jobs, their likelihood of exhibiting organizational citizenship behaviors increases (Güven, 2006; Varlı, 2014; Yorulmaz & Çelik, 2016). The contributions of employees with high levels of loyalty and commitment positively influence the competitiveness and sustainability.

The behavior of committed employees within an organization significantly affects the structure of the organization. Due to the positive impact of work engagement on businesses, researchers have extensively studied the concept and proposed various definitions. The most popular and widely used of these definitions is "a positive state characterized by vitality, commitment and absorption" made by (Schauefeli et al., 2003). By investigating the moderating effect, this study provides a deeper understanding of the nuanced interactions among these variables. It was thought that interpreting the findings of this research in the form of suggestions would provide practical implications for organizational leaders, managers and researchers.

## **2. LITERATURE REVIEW**

### **2.1. Organizational Citizenship Behavior (OCB)**

The research on OCB has evolved over time, with scholars exploring its origin, definition, and dimensions from various perspectives. Dennis Organ is widely recognized as a pioneer in OCB research, as his work laid the foundation for subsequent studies in the field (Verlinden, 2020). OCB was defined by Chester Barnard, emphasizing the spirit of cooperation among individuals within organizations. According to Rençber and Koparal (2021) OCB refers to voluntary actions by employees that contribute to the organization beyond the scope of their formal job descriptions while in-role behaviors include the tasks specified in job (Emami et al., 2012).

Factors affecting OCB include leadership style, organizational justice, job satisfaction, employee commitment, and workplace trust. For instance, fair management and supportive leadership can increase employee volunteer efforts. On the other hand, factors affected by OCB include work efficiency, organizational commitment, employee morale, and teamwork (Karataş, 2022). High levels of OCB can encourage cooperation in businesses,

strengthen employee commitment, and contribute to more efficient work processes (Hermawan et al., 2024).

## **2.2. Work Engagement**

Work engagement, which emphasizes a positive, fulfilling and energetic state of mind and emotion in the workplace, has undergone significant development in the fields of organizational psychology, management and behavioral psychology. This concept refers to the personal commitment and contributions that employees experience toward their work. On the other hand, Maslach and Leiter's research on burnout has indirectly contributed to understanding its positive counterpart, job involvement (Maslach, 2003).

The literature review explores the emergence and development of the concept of work engagement, highlighting key publications and milestones that have shaped its conceptualization and understanding in the research area of organizational psychology and management. The model and hypotheses in this article were developed and tested based on these insights. Key literature are summarized below;

- Kahn's Three Component Model (Kahn, 1990): Kahn investigated the concept of "personal engagement," emphasizing employees' physical, cognitive, and emotional development in their work beyond formal job descriptions.
- Schaufeli et al.'s Comprehensive Definition (Schaufeli et al., 2003): They offered a clear definition of work engagement, emphasizing its positive and fulfilling nature, and its alignment with organizational objectives.
- Salanova, Agut, and Peiró's Study (Salanova et al., 2005): This study explored the positive effects of a supportive work environment by investigating the relationship job involvement, organizational resources, and outcomes.
- Bakker and Leiter's Comprehensive Review (Bakker & Leiter, 2010): Their review synthesized various conceptualizations and measurement approaches to work engagement, providing insights into its multidimensional nature and implications for organizational effectiveness and employee well-being.

Job satisfaction and employee performance are directly linked to work engagement; employees who are engaged in their jobs are more satisfied with their jobs, which increases overall job satisfaction. In addition, it also has an impact on OCB and contributes to employees exhibiting voluntary behaviors outside of their job descriptions (Jufrizen et al., 2023; Nimon & Shuck, 2020). Individual factors such as psychological resilience and motivation are also supported by work engagement, enabling employees to become more resilient and motivated in coping with job-related stress (Jolliff & Strubler, 2021).

### 2.3. Employee Loyalty

Employee loyalty, a fundamental concept in organizational psychology and management, reflects the degree of allegiance, commitment, and dedication that employees exhibit toward their organization. It is not merely about tenure but reflects a profound connection where individuals willingly invest their time, effort, and emotions in the aims and objectives of the organization (Altunel, 2018). The evolution of this concept traces back to the early 20th century, notably influenced by Frederick Taylor's Scientific Management principles. Although Taylor's focus was primarily on efficiency and productivity, his emphasis on optimizing work processes inadvertently laid the groundwork for understanding the importance of employee commitment (Willems, 2023).

Matzler and Renzl's (2006) study of interpersonal trust highlights the critical role of trust in promoting employee satisfaction and loyalty. Trust provides a foundation for positive relationships and fosters a sense of security and mutual respect within the organization. Saks and Gruman's (2014) comprehensive review of employee loyalty highlights the positive effects of work engagement on organizational loyalty and competitiveness. By examining the interaction between organizational culture, leadership practices, and job design, it provides implications for how organizations can create a loyal, high-performing workforce (Ramirez-Lozano et al., 2023).

Employee loyalty is influenced by both individual and organizational factors and it, in turn impacts many business outcomes. At the individual level, employees' job satisfaction, work-life balance, career development opportunities, and emotional attachment are important factors that increase their level of commitment (Rahmansyah, et al., 2023). At the organizational level, leadership style, management support, organizational justice, job security, and reward systems directly affect employee loyalty. High levels of employee loyalty increase job performance, productivity, and customer satisfaction, while reducing turnover rates and absenteeism. Therefore, employee loyalty is critical to the sustainable success of organizations (Hien & Tuan, 2023).

In summary, employee loyalty is a multifaceted structure affected by various organizational, leadership and individual factors. In today's conditions where competition is high, it is very important to comprehensively address an organization where the human factor is at its core and to act by recognizing it in detail.

### 2.4. Development of Research Hypothesis

#### *Work Engagement and Organizational Citizenship Behavior*

Mostly empirical models have examined the complex relationship about work engagement and OCB and have consistently shown a positive correlation between these two constructs. A positive relationship between engagement and OCB sub-dimensions has been noted in many studies; engaged employees are more likely to exhibit higher altruism (Gualda, 2022; He & Wei, 2022). According to Fusi and Feeney (2018), public sector job engagement

fosters organizational citizenship behaviors, with job immersion playing a critical role in shaping these actions (Muñoz-García & Villena-Martínez, 2021). On the other hand, it should not be forgotten that individual characteristics can also affect OCB. Based on these insights, we hypothesize that:

H1: Work engagement affects organizational citizenship behavior.

#### *Employee Loyalty as a Moderator*

In a study examining employee loyalty as a moderating variable, researchers hypothesized that managerial behavior, guided by ethical leadership practices, would enhance employee loyalty. Consequently, this loyalty was expected to positively influence perceptions of work engagement. The findings revealed that ethical leadership practices and behaviors have a positive effect on employee loyalty and work engagement, and in addition, employee loyalty moderates between the leadership behaviors and work engagement (Öztürk & Demirtaş, 2022). Employee loyalty reflects a deep sense of attachment, commitment, and identification with the organization. Social exchange theory provides a framework for understanding its moderating role. Loyal employees perceive their relationship with the organization as reciprocal, where they receive support, fairness, or growth opportunities and respond with trust and discretionary effort. The JD-R model suggests that resources such as organizational support and employee loyalty act as motivational drivers, influencing work engagement and related outcomes (Bakker & Demerouti, 2007). Loyalty can be considered an emotional resource that strengthens the link between engagement and OCB. Engaged employees who are also loyal are more likely to channel their energy into discretionary behaviors that benefit the organization, as they have a stronger psychological bond with it.

Based on these findings, we hypothesize that:

H2: Employee loyalty has a moderating role effect of work engagement on OCB.

### **3. RESEARCH METHODOLOGY**

#### **Importance of the Research**

This study aims to investigate how employee loyalty moderates the direction and strength of the relationship between work engagement and OCB, thereby contributing to a deeper understanding of the dynamics within the tourism sector area.

#### **Sampling and Data Gathering**

In this research, a tourism industry population consisting of hotels, travel agencies, and tourism transportation companies in Istanbul was targeted for data collection. The reason for choosing the tourism market of Istanbul is that it provides a suitable context to understand the moderating role of employee loyalty in the relationship between work engagement and OCB. Istanbul's tourism sector stands out as an ideal choice for this study because it has a diverse and dynamic workforce consisting of individuals with various cultural

backgrounds and demographic characteristics. The tourism market in Istanbul is characterized by intense competition, diversity, and rapid changes driven by factors such as globalization, technological advances, and changing consumer preferences.

The data collection process, which began in February 2024, was completed in the first week of April 2024. Before moving to the implementation and analysis phase, the survey form was with approval from the Istanbul Commerce University Ethics Committee (Number: E- 65836846-044-310340). The sample was selected using a simple random method. The population includes those working in the tourism sector in Istanbul (tourism agencies, transfer companies, hotels, boutique hotels and apartments). The study was conducted using surveys sent via e-mail, and approximately 87% of the 600 e-mails sent were answered. The analysis process was initiated with data obtained from a total of 522 participants. This process achieved a high response rate by emphasizing the confidentiality and voluntariness of the participants.

### Model of the Research

The research model is presented in Figure 1. Structural Equation Modeling (SEM) was employed in AMOS to examine how employee loyalty moderates the relationship between organizational citizenship behavior (OCB) and work engagement.

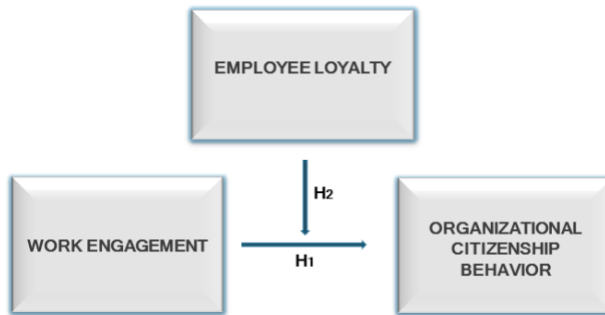


Figure 1. Research Model

### Measurement Instruments

In this study, surveys were employed as the method for gathering data. The questionnaire utilized in this research comprises four main sections. The initial segment includes inquiries aimed at identifying the demographic characteristics (gender, age, marital status, education, work experience, work position) of the participants.

**Utrecht Work Engagement Scale:** The second section of the questionnaire contains statements designed to assess the extent of employees' work engagement. It was developed by Schaufeli et al. in 2002. The UWES consists of three subscales, each capturing a different dimension of work engagement: vigor, dedication, absorption. This study employed a five-point Likert scale,

which was translated and tested for validity and reliability by Eryılmaz and Doğan (2012). The reliability analysis of the translated work engagement scale yielded a Cronbach Alpha value of 0.910. In this research, the total reliability coefficient (Cronbach Alpha) was calculated as 0.971.

**Employee Loyalty Scale:** The third section of the questionnaire includes statements to measure employee loyalty. To assess this, the scale developed by Matzler and Rentzl (2006) was utilized. The scale is unidimensional and consists of five items. In this study, the version translated from English to Turkish and validated by Sazkaya and Gümüşsu (2021) was employed. Reliability analysis of the translated employee loyalty scale yielded a Cronbach's Alpha value of 0.840. For this research, the total reliability coefficient (Cronbach Alpha) was calculated as 0.903.

**Organizational Citizenship Behavior Scale:** The fourth section of the questionnaire evaluates OCB. To assess this, the scale developed by Podsakoff et al. (1990) was utilized. The scale is multidimensional consists of 24 items. Dimensions of the OCB: Altruism, Conscientiousness, Civic Virtue, Courtesy, Sportsmanship. The validity and reliability of the scale was studied, and the Turkish translation was used from the research of (Küçükbayrak, 2010). The total reliability coefficient ( $\alpha$ ) of the scale is 0.880. The total reliability coefficient (Cronbach Alpha) calculated in this research article is 0.962.

## **Analysis of The Research**

The data analysis of this study began with a frequency analysis to examine participants' demographic characteristics, such as gender, age, marital status, education, work experience, and position. Descriptive statistics were then used to summarize central tendencies and variability in the study variables. To ensure the reliability and validity of the measurements Confirmatory Factor Analysis (CFA) was performed using AMOS software to evaluate the model's fit. Reliability was confirmed through Cronbach's alpha coefficients for each construct. Pearson correlation analysis explored relationships between model sub-dimensions. In AMOS, understanding how employee loyalty moderates the relationship between OCB and work engagement involves testing a moderation model using structural equation modeling (SEM). First, OCB and work engagement are specified as the independent and dependent variables, respectively, while employee loyalty acts as the moderating variable. The process begins by creating an interaction term (OCB \* Employee Loyalty), typically computed outside AMOS using software like SPSS and then added to the dataset.

## **4. RESULTS**

### **Participants Characteristics**

All participants in this study work in the dynamic tourism industry, a critical context for exploring the relationships among the study's variables. Table 1 provides a demographic profile of these participants, and notably, no data were missing or excluded from the analysis.

**Table 1. Demographic Characteristics of Participants in the Tourism Industry**

Variables		N	%
Gender	Female	237	45.4
	Male	285	54.6
Age	18-24	11	2.1
	30-34	78	14.9
	30-34	134	25.7
	35-39	141	27.0
	40-44	111	21.3
	45-49	36	6.9
	50 and above	11	2.1
Marital Status	Married	209	40.0
	Single	272	52.1
	Divorced	41	7.9
Education	Secondary school graduate	5	1.0
	High school graduate	92	17.6
	Bachelor's degree	203	38.9
	Master's degree	194	37.2
	Doctorate	28	5.4
Work Experience (Year)	0-5	195	37.4
	6-10	158	30.3
	11-15	115	22.0
	16 and above	54	10.3
Work Position	Management Position (atleast 1 subordinate)	267	51.1
	Non-Management Position	255	48.9

(n=522)

### Descriptive Statistics for Measurements

In Table 2, the overall mean for work engagement is reported as  $M = 4.50$  with a standard deviation of  $SD = 0.61$ . This signifies that participants exhibit strong emotional and intellectual commitment to their organizations, with a willingness to invest effort and contribute to organizational success. Skewness and kurtosis are calculated respectively; range from -1.48 to -1.51, and 2.01 to 2.45, indicating relatively peaked distributions. These values indicate a positively skewed distribution, suggesting a prevalence of high scores and a peaked distribution, reflecting a concentration of responses around the mean.



**Table 2. Descriptive Statistics of Work Engagement**

Measurement	n	M	SD	Skewness	Kurtosis
Vigor	522	4.49	.62	-1.48	2.01
Dedication	522	4.54	.62	-1.59	2.45
Absorption	522	4.47	.65	-1.49	2.19
Work Engagement	522	4.50	.61	-1.51	2.12

Note. Mean (M) represents the average score, while Standard Deviation (SD) indicates the extent of variability in the scores. Skewness and kurtosis values provide insights into the distributional characteristics of the variables.

In Table 3 employee loyalty is characterized by a mean score of ( $M = 4.52$ ,  $SD = 0.59$ ), suggesting a high level of loyalty among tourism companies. This indicates a strong willingness to stay with the organization and invest in its success. Skewness (Skewness = -1.63) and kurtosis (Kurtosis = 3.08) indicate a distribution slightly deviating from normality (Knief & Forstmeier, 2021).

**Table 3. Descriptive Statistics of Employee Loyalty**

Measurement	n	M	SD	Skewness	Kurtosis
Employee Loyalty	522	4.52	.59	-1.63	3.08

Note. Mean (M) average score, Standard Deviation (SD) indicates variability in the scores. Skewness and kurtosis values provide insights into the distributional characteristics of the variables.

Factor scores are presented in Table 4. The overall organizational citizenship behavior mean is ( $M = 4.31$ ,  $SD = 0.49$ ). These scores collectively suggest a workforce engaged in behaviors that extend beyond their formal work requirements, contributing positively to the organization. Skewness rate range from -1.00 to -0.34, and kurtosis rate range from 0.68 to 3.33, suggesting acceptable departure from normal distribution.

**Table 4. Descriptive Statistics of Organizational Citizenship Behavior**

Measurement	n	M	SD	Skewness	Kurtosis
Altruism	522	4.54	.55	-1.42	2.05
Civic Virtue	522	4.50	.60	-1.30	1.31
Courtesy	522	4.52	.57	-1.33	1.49
Conscientiousness	522	4.57	.54	-1.70	3.33
Sportsmanship	522	3.45	.97	-.34	-1.13
Organizational Citizenship Behavior	522	4.31	.49	-1.00	.68

Note. Mean (M) represents the average score, while Standard Deviation (SD) indicates the extent of variability in the scores. Skewness and kurtosis values provide insights into the distributional characteristics of the variables.

### Confirmatory Factor Analysis (CFA)

In this study, confirmatory factor analysis was conducted. In Table 5 the fit indices collectively suggest that the proposed model demonstrates an

acceptable fit to the data. The chi-square to degrees of freedom calculate ( $\chi^2/df$ ) falls within the acceptable range (3.69). The Root Mean Square Error of Approximation (RMSEA) is 0.05, meeting the criterion for acceptable fit. The Goodness of Fit Index (GFI) and Comparative Fit Index (CFI) values of 0.95, respectively, signify good model fit, while the Normed Fit Index (NFI) at 0.96 reflects a satisfactory fit (Yaşlıoğlu and Yaşlıoğlu, 2020).

**Table 5. Model Fit Indices for CFA**

Fit Indices	Model Fit	Good Fit Values	Acceptable Fit Values	Results
$\chi^2/df$	3.69	$0 < \chi^2 / df < 3$	$0 < \chi^2 / df < 5$	Acceptable
RMSEA	0.05	$0 \leq RMSEA \leq 0.05$	$0.05 < RMSEA \leq 0.10$	Acceptable
GFI	0.95	$0.95 \leq GFI \leq 1$	$0.90 < GFI < 0.95$	Good
CFI	0.95	$0.97 \leq CFI \leq 1$	$0.95 \leq CFI < 0.97$	Acceptable
NFI	0.96	$0.95 \leq NFI \leq 1$	$0.90 < NFI < 0.95$	Good

Note. In the presented table, " $\chi^2/df$ " represents the chi-square to degrees of freedom ratio, "RMSEA" is the Root Mean Square Error of Approximation, "GFI" stands for Goodness of Fit Index, "CFI" denotes Comparative Fit Index, and "NFI" refers to Normed Fit Index.

### Correlation Analysis

Table 6 examines the interrelationships between the scales through correlation analysis. The correlation analysis across employee loyalty, work engagement, and organizational citizenship behavior revealed noteworthy relationships. Employee loyalty exhibited a highly significant positive correlation with both work engagement ( $r = 0.74$ ,  $p < .001$ ) and OCB ( $r = .69$ ,  $p < .001$ ). Furthermore, work engagement displayed a robust positive correlation with OCB ( $r = 0.66$ ,  $p < .001$ ). These findings suggest a coherent relationship between employee loyalty, engagement, and citizenship behaviors within the organizational context, emphasizing the interconnectedness of these crucial constructs.

**Table 6. Correlation Analysis Results for Work Engagement, Organizational Citizenship Behavior, and Employee Loyalty**

Measurement		1	2	3	4	5	6	7	8	9	10	11
Vigor	r	1.00										
	p											
Dedication	r	.91**	1.00									
	p	.00										
Absorption	r	.92**	.89**	1.00								
	p	.00	.00									
O.Engagement	r	.97**	.96**	.97**	1.00							
	p	.00	.00	.00								
Altruism	r	.60**	.61**	.59**	.62**	1.00						
	p	.00	.00	.00	.00							
Civic Virtue	r	.70**	.67**	.66**	.70**	.82**	1.00					
	p	.00	.00	.00	.00	.00						

Courtesy	r	.61**	.60**	.61**	.63**	.84**	.81**	1.00				
	p	.00	.00	.00	.00	.00	.00					
Conscientiousness	r	.64**	.63**	.63**	.65**	.82**	.79**	.85**	1.00			
	p	.00	.00	.00	.00	.00	.00	.00				
Sportsmanship	r	.81**	.82**	.85**	.86**	.82**	.87**	.89**	.81**	1.00		
	p	.00	.00	.00	.00	.00	.00	.00	.00			
O.Citizenship	r	.65**	.65**	.63**	.66**	.86**	.85**	.87**	.85**	.95**	1.00	
	p	.00	.00	.00	.00	.00	.00	.00	.00	.00		
Employee Loyalty	r	.72**	.75**	.68**	.74**	.67**	.75**	.66**	.67**	.82**	.69**	1.00
	p	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	

Note. Correlation coefficients (r) represent the strength and direction of relationships. Significance levels:  $p < .001$  (two-tailed).  $N = 522$  for all correlations

### Moderation Analysis

The hypotheses H1 and H2 of this study were tested using moderation analyses. The moderation analysis was performed according to the technique of Aiken et al. (1991). This analysis was conducted using AMOS software, which is widely utilized for structural equation modeling (SEM).

The results of the regression analysis are presented in Table 7. These variables have high rate of variance in organizational citizenship behavior,  $F(3, 518) = 202.15$ ,  $p < .001$ ,  $R^2 = .54$ . Work engagement significantly predicted organizational citizenship behavior, with a coefficient of  $b = 0.29$ ,  $SE = 0.04$ ,  $t(518) = -7.97$ ,  $p < .001$ . Thus, hypothesis H1 is supported. Additionally, employee loyalty demonstrated a significant relationship with OCB,  $b = 0.44$ ,  $SE = 0.04$ ,  $t(518) = 10.64$ ,  $p < .001$ . The interaction term between work engagement and employee loyalty significantly contributed to the regression model, explaining a statistically significant proportion of the variance in OCB,  $\Delta R^2 = .01$ ,  $\Delta F(1, 518) = 11.54$ ,  $p < .001$ . The coefficient for the interaction term was  $b = 0.097$ ,  $SE = 0.03$ ,  $t(518) = 3.40$ ,  $p < .001$ , indicating a significant moderation effect. Therefore, hypothesis H2, which expresses the moderating effect, is supported.

**Table 7. Moderation effect of Employee Loyalty on the Relationship between Work Engagement and Organizational Citizenship Behavior**

Predictors	Std. Coefficients					
	b	SE	C.R.	p	R <sup>2</sup>	F
(Constant)	4.29***	.02	4.26	***	0.54	202.15***
Work Engagement	.29***	.04	0.22	***		
Employee Loyalty	.44***	.04	0.36	***		
Work Engagement X Employee Loyalty	.10***	.03	0.04	***		

Note: Dependent variable is the "Organizational Citizenship Behavior". b: unstandardized regression weights. SE: standard error of b. R<sup>2</sup>: variances by the independent variables.

## CONCLUSION

This study attempts to explain how employee loyalty influences the relationship between employee engagement and the desire to go beyond formal job requirements. As a result of the study's relational analysis, it was found that there were strong relationships between the variables. Vigor showed a very strong positive correlation with dedication and concentration. Similarly, sacrifice exhibited strong positive correlations with civic virtue, courtesy, conscientiousness, and to a lesser extent sportsmanship. Civic virtue also demonstrated strong positive correlations with courtesy, conscientiousness, but showed a more modest correlation with sportsmanship. Furthermore, the correlation analysis between employee loyalty, work engagement and OCB revealed significant relationships.

Hsu and Lin (2021) determined that work engagement and employee loyalty contribute to both individual and organizational performance. Similarly, Mahmoud et al., (2024) highlighted that employee loyalty and work engagement are two concepts that are often mentioned side by side and affect each other equally. Miglianico et al. (2020) examined the effect of work engagement, including vitality, on organizational citizenship behaviors and found the effects to be positive. It is emphasized that individual resilience, self-efficacy and positive psychological resources are important in this process. As personal resources increase, employees' desire to contribute to organizational goals also grows. The research suggests that a committed employee is likely to have a strong sense of loyalty to the company they work for. The results of this study also align with existing findings in literature. These two concepts positively influence OCB. When employees exhibit OCB, they contribute to the organizational development, demonstrate high performance, and enhance work engagement (Demiray, 2019, p. 21). Bakker and Albrecht (2018) examined how job resources and work immersion can increase employees' civic virtue behaviors. Engaged employees are more likely to exhibit civic virtue by contributing to the overall functioning of the organization (Wang et al., 2023). These findings emphasize that increasing employee loyalty and work engagement can lead to better corporate citizenship behaviors and underscores how these constructs mutually reinforce each other in creating a positive organizational environment. The findings show that although work engagement and employee loyalty contribute independently to OCB, the influence of work engagement on OCB is especially pronounced among highly loyal employees. These results show the importance of human factors in the tourism sector, demonstrating that fostering work engagement and organizational commitment can significantly enhance overall organizational performance. Increased employee loyalty strengthens the link between work engagement and OCB by amplifying engagement-driven behaviors and reinforcing organizational values. Loyal employees act as role models for their colleagues and contribute to the development of organizational commitment through an environment where citizenship behaviors are valued and encouraged.

The limitations of the research include time constraints, as the study was conducted within a specific timeframe, the costs of the survey forms used in the research, and the difficulty of reaching all survey participants within the determined sample. Additionally, a notable limitation is that the research was conducted exclusively in tourism within the city of Istanbul.

Building on the research findings, future studies would benefit from integrating additional moderating factors to further elucidate how work engagement and employee loyalty can be enhanced. Such an approach would support a more comprehensive understanding of organizational dynamics.

## REFERENCES

- Aiken, L. S., West, S. G., & Reno, R. R. (1991). Multiple Regression: Testing and Interpreting Interactions. Sage.
- Altunel, M. (2018). Faaliyet Denetiminde İç Kontrol Sisteminin Etkinliğinin Araştırılması (Unpublished Master's Thesis), Recep Tayyip Erdoğan Üniversitesi Sosyal Bilimler Enstitüsü, Ordu.
- Bakker, A. B., & Albrecht, S. (2018). Work Engagement: Current Trends, *Career Development International*, 23 (1), 4-11.
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources Model: State of the Art, *Journal of Managerial Psychology*, 22 (3), 309-328. <https://psycnet.apa.org/doi/10.1108/02683940710733115>
- Bakker, A. B., & Leiter, M. P. (2010). Work Engagement: A Handbook of Essential Theory and Research. Psychology Press.
- Demiray, Ö. A. (2019). Hizmetkar Liderlik Davranışının Örgütsel Vatandaşlık Davranışına Etkisi ve Aracı Faktörlerin Rolü: Bankacılık Sektörü Üzerinde Bir Araştırma. (Unpublished Doctoral Dissertation). İstanbul Ticaret Üniversitesi, İstanbul.
- Emami, M., Alizadeh, Z., Nazari, K., & Darvishi, S. (2012). Antecedents and Consequences of Organisational Citizenship Behaviour (OCB), *Interdisciplinary Journal of Contemporary Research in Business*, 3 (9). <https://doi.org/10.22610/jebs.v10i6A.2667>
- Eryılmaz, A., & Doğan, T. (2012). Subjective Well-Being at Work: Investigating of Psychometric Properties of Utrecht Work Engagement Scale, *Turkish Journal Clinical Psychiatry*, 15 (1), 49-55.
- Gualda, E. (2022). Altruism, Solidarity and Responsibility from a Committed Sociology: Contributions to Society, *The American Sociologist*, 53 (1), 29-43.
- Güven, M. (2006). Örgütsel Bağlılık ve Örgütsel Vatandaşlık Davranışı Arasındaki İlişki (Unpublished Master's Thesis). Marmara Üniversitesi, İstanbul.

- He, Y., & Wei, X. (2022). Preventing Knowledge Hiding Behaviors Through Workplace Friendship and Altruistic Leadership, and Mediating Role of Positive Emotions, *Frontiers in Psychology*, 13, 905890.
- Hermawan, F., Purnomo, H., Kusumastuti, D., Fitriana, R., Octaleny, E., Ie, M., & Sudadi, S. (2024). The Role of Transformational Leadership, Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) of SMEs Employees in the Digital Era, *Journal of Infrastructure, Policy and Development*, 8 (7), 5194.
- Hien, P. H., & Tuan, T. T. (2023). Strengthening the Link Between Organizational Culture and Employee Loyalty: Exploring the Mediating Effects of Employee Trust and Job Satisfaction, *Global Business & Finance Review (GBFR)*, 28 (3), 68-84.
- Hsu, W., & Lin, Y. T. (2021). The Effects of Transformational Leadership on Employee Loyalty and Organizational Commitment in Taiwanese Home Care Workers: Using Work Engagement as Mediator, *Siim. Org. Tw*, 9 (1), 37-44.
- Jolliff, A., & Strubler, D. (2021). Integrating Model of Resilience, Engagement, and Motivation, *International Journal of Business and Management Research*, 9 (2), 178-189.
- Jufrizen, J., Harahap, D. S., & Khair, H. (2023). Leader-Member Exchange and Employee Performance: Mediating Roles of Work Engagement and Job Satisfaction, *Journal of Economics, Business, and Accountancy Ventura*, 26 (3), 306-322.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
- Karataş, A. (2022). Örgütsel Adaletin Çalışan Verimliliğine Etkisinde İşe Bağlanmanın Aracılık Etkisi: Adalet Bakanlığı Bilişim Çalışanları Örneği (Unpublished Master's Thesis). Karamanoğlu Mehmetbey Üniversitesi, Karaman.
- Knief, U., & Forstmeier, W. (2021). Violating the Normality Assumption May be the Lesser of Two Evils, *Behavior Research Methods*, 53 (6), 2576-2590.
- Küçükbayrak, R. (2010). An Integrative Model of Transformational Leadership, Organizational Commitment, Job Satisfaction and Organizational Citizenship Behaviour. Middle East Technical University.
- Mahmoud, A. B., Reisel, W. D., Berman, A., Fuxman, L., Long, C., Abu Jdea, F., & Hack-Polay, D. (2024). War vs pandemic—investigating the type of extreme context as a moderator of extreme-context perception effects on work alienation and its organisational outcomes. *The International Journal of Human Resource Management*, 35(20), 3415-3450.

- Maslach, C. (2003). *Burnout: The Cost of Caring*. Englewood Cliffs, NJ: Prentice- Hall.
- Matzler, K., & Renzl, B. (2006). The Relationship between Interpersonal Trust, Employee Satisfaction, and Employee Loyalty, *Total Quality Management and Business Excellence*, 17 (10), 1261-1271. <http://dx.doi.org/10.1080/14783360600753653>
- Miglianico, M., Dubreuil, P., Miquelon, P., Bakker, A. B., & Martin-Krumm, C. (2020). Strength Use in the Workplace: A Literature Review, *Journal of Happiness Studies*, 21, 737-764.
- Muñoz-García, A., & Villena-Martínez, M. D. (2021). Influences of Learning Approaches, Student Engagement, and Satisfaction with Learning on Measures of Sustainable Behavior in a Social Sciences Student Sample, *Sustainability*, 13 (2), 541.
- Nimon, K., & Shuck, B. (2020). Work Engagement and Burnout: Testing the Theoretical Continuums of Identification and Energy, *Human Resource Development Quarterly*, 31 (3), 301-318. <https://psycnet.apa.org/doi/10.1002/hrdq.21379>
- Öztürk, H., & Demirtaş, Ö. (2022). Etik Liderlik Davranışlarının Çalışan Sadakati Aracılığıyla İşe Adanmışlık Üzerindeki Etkisi: Bir Alan Çalışması, *Selçuk Üniversitesi Sosyal Bilimler Meslek Yüksekokulu Dergisi*, 25 (1), 192-200.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational Leader Behaviours and Their Effects on Followers' Trust in Leader, Satisfaction, and Organizational Citizenship Behaviours, *The Leadership Quarterly*, 1 (2), 107-142. [https://psycnet.apa.org/doi/10.1016/1048-9843\(90\)90009-7](https://psycnet.apa.org/doi/10.1016/1048-9843(90)90009-7)
- Rahmansyah, A. M., Utami, H. N., Prasetya, A., & Malang, B. U. (2023). The Effect of Work Life Balance and Work Engagement on Employee Loyalty and Performance, *Jurnal Administrasi Bisnis*, 17 (1), 10-18.
- Ramirez-Lozano, J., Peñaflores-Guerra, R., and Sanagustín-Fons, V. (2023). Leadership, Communication, and Job Satisfaction for Employee Engagement and Sustainability of Family Businesses in Latin America, *Administrative Sciences*, 13 (6), 137. <https://doi.org/10.3390/admsci13060137>
- Rençber, İ., & Koparal, C. (2021). The Mediating Roles of Organizational Commitment and Job Satisfaction in the Effect of Career Satisfaction on Organizational Citizenship Behaviour, *Eskişehir Osmangazi Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 16 (2), 276-299. <https://doi.org/10.17153/oguiibf.875961>
- Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer

- loyalty: The mediation of service climate. *Journal of Applied Psychology*, 90(6), 1217–1227. <https://doi.org/10.1037/0021-9010.90.6.1217>
- Saks, A. M., & Gruman, J. A. (2014). Employee Engagement and its Relation to Loyalty. D. G. Collings & K. Mellahi (Eds.). <http://dx.doi.org/10.1002/hrdq.21187>
- Sazkaya, M. K., & Gümüşsu, F. Ö. (2021). Algılanan Örgütsel Desteğin Çalışan Sadakati Üzerindeki Etkisinde Kurum İmajının Aracılık Rolü: Karayolu Taşımacılık Sektöründe Bir Araştırma, *Süleyman Demirel Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, (40), 49-76.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2003). Utrecht Work Engagement Scale-9, *Educational and Psychological Measurement*, 1-60. <https://psycnet.apa.org/doi/10.1037/t05561-000>
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). Utrecht Work Engagement Scale-17, *Educational and Psychological Measurement*, 66 (4). <https://doi.org/10.1177/0013164405282471>
- Varlı, H. (2014). Örgütsel Bağlılık ve Örgütsel Vatandaşlık Davranışı Arasındaki İlişkiler (Unpublished Master's Thesis). Aksaray Üniversitesi Sosyal Bilimler Enstitüsü, Aksaray.
- Verlinden, N. (2020). Organizational Citizenship Behavior: Benefits and 3 Best Practices. AIHR.
- Wang, H., Law, K. S., Hackett, R. D., Wang, D., & Chen, Z. X. (2023). Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior. *Academy of management journal*, 48(3), 420-432.
- Willems, B. (2023). Too Tidy to Dance: Edith Wharton's "Twilight Sleep" and the Domestication of Scientific Management, *Umjetnost Riječi*, (1), 39-57. <https://doi.org/10.22210/ur.2023.067.1/03>
- Yaşlıoğlu, M., & Yaşlıoğlu, D. T. (2020). How and when to use which fit indices? A practical and critical review of the methodology. *Istanbul Management Journal*, (88), 1-20.
- Yorulmaz, A., & Çelik, S. (2016). İlkokul Öğretmenlerinin Örgütsel Bağlılık, Örgütsel Sinizm ve Örgütsel Vatandaşlık Davranışları Arasındaki İlişki, *Kalem Eğitim ve İnsan Bilimleri Dergisi*, 6 (1), 161-193