

The Role of Core Self Evaluation in Mediating the Influence of Employee Well-Being on Service-Oriented Organizational Citizenship Behavior with Collectivist Moderation on Employees of Service Companies in Palu City

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Abstract

The increasingly competitive service industry requires employees to demonstrate extra work behavior beyond formal tasks, known as Service-Oriented Organizational Citizenship Behavior (SOOCB), which is greatly influenced by the individual's well-being and psychological character. Employee Well-being is believed to indirectly encourage SOOCB through Core Self Evaluation (CSE), which reflects an individual's positive beliefs about themselves, while the role of collectivistic cultural values also determines the direction and strength of the relationship. However, there have been few studies that comprehensively combine these four variables in one framework, especially in a multicultural context such as Palu City. This study aims to analyze the mediating role of Core Self Evaluation in the relationship between Employee Well-being and SOOCB and to test the moderating effect of Collectivist values on employees of service companies in Palu City. This study uses a quantitative approach with the Structural Equation Modelling method based on Partial Least Square (PLS) to analyze the causal relationship between variables and test the predictive model statistically. The results of this study found that Core Self Evaluation has a positive and significant influence on Service-Oriented Organizational Citizenship Behavior (SOOCB), where employees with high self-evaluation tend to show proactive service behavior and go beyond formal duties. Core Self Evaluation also mediates the relationship between Employee Well-being and SOOCB, indicating that employee well-being encourages positive self-evaluation that increases service-oriented organizational citizenship behavior. Collectivist cultural values negatively moderate the relationship between Employee Well-being and SOOCB, so that the influence of well-being on SOOCB is weakened in individuals with high collectivism. However, Collectivist does not moderate the relationship between Core Self Evaluation and SOOCB, indicating that the influence of self-evaluation as a basic personality trait is consistent and stable across cultural contexts.

Keywords: *Core Self Evaluation, Employee Well-Being, Service-Oriented Organizational Citizenship Behavior, Collectivist, Palu City.*

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INTRODUCTION

The rapid development of the service industry in recent decades requires companies to continue to improve the quality of service to maintain competitiveness in an increasingly tight market. Service quality does not only depend on operational processes and technology but is also greatly influenced by employee behavior that is oriented towards extra services, known as Service-Oriented Organizational Citizenship Behavior (SOOCB). This phenomenon is a major concern because employee behavior that is able to go beyond their formal duties greatly determines customer satisfaction and the success of service companies in the long term. However, this behavior does not appear spontaneously but is influenced by various internal and external factors that interact with each other in the work environment.

One important factor that is thought to play a major role is employee well-being or Employee Well-Being, which includes the physical, mental, and psychological conditions of employees as a whole. This well-being provides a strong foundation for employees to have positive energy and motivation in carrying out service tasks with high quality. Employees who feel healthy and comfortable emotionally tend to have strong self-confidence, which affects their readiness to face various work challenges. In this context, Core Self Evaluation (CSE) is an important variable that links employee well-being with proactive and adaptive work behavior. CSE, which includes emotional stability, self-esteem, locus of control, and self-efficacy, is the psychological foundation that enables employees to not only complete routine tasks but also take initiatives beyond formal expectations, in order to meet the diverse and dynamic needs of customers.

However, previous studies have shown inconsistent results regarding the influence of well-being and Core Self Evaluation on SOOCB. This indicates a complexity that needs to be explored further, especially by considering the role of other variables that may be mediators or moderators in the relationship. One aspect that receives special attention is cultural diversity in the work environment. Local culture and collective values are believed to have a significant influence on employee behavior in carrying out service tasks. A work environment that has collectivistic characteristics, which places the value of social relationships and cooperation as a priority, can encourage employees to be more proactive and support coworkers in dealing with various pressures and customer needs. With high cultural diversity, employees bring unique perspectives that influence the way they interact, show empathy, and understand customer needs more deeply.

This cultural diversity becomes increasingly relevant in the context of cities with heterogeneous social and ethnic backgrounds, where interactions between employees with different cultural values can enrich team dynamics and make a positive contribution to service quality. Differences in cultural experiences foster flexibility in the approach to service problems, allowing companies to provide more targeted responses to diverse customer preferences. Therefore, the

involvement of cultural variables, especially collectivistic culture, as a mediator or moderator in the relationship between well-being, self-evaluation, and service-oriented organizational behavior, is a very important aspect to be studied further.

To understand the relationship between these variables, attribution theory is the main conceptual framework chosen. This theory emphasizes how individuals interpret the causes of behavior based on internal and external factors, which then influence their attitudes and actions at work. Good well-being makes employees assess the work environment positively, which has an impact on increasing SOOCB behavior. However, the interpretation of the causes of success or failure is also influenced by the cultural context, which gives rise to variations in organizational behavior based on the individual's cultural background. The application of this attribution theory provides space to develop a more comprehensive understanding of how well-being, self-evaluation, and collectivist culture interact in driving employee extra-curricular behavior in service companies.

A comprehensive literature search from international databases shows that studies that combine SOOCB, Employee Well-Being, Core Self Evaluation, and Collectivist variables in one study are still very limited, especially those that focus on the context of service companies. This indicates a significant gap in academic studies that has not been widely touched upon, although topics related to each variable have received separate attention. Previous research has mostly examined variables partially or in different combinations without combining all of these variables, let alone adding local cultural elements as moderating variables.

The potential contribution of this research becomes increasingly clear considering the data showing the lack of representation from the Southeast Asian region, especially Indonesia, in the global research network related to this theme. The existence of a very heterogeneous society in cities such as Palu with diverse cultural backgrounds provides a unique opportunity to examine how collectivistic values and local culture shape patterns of service-oriented work behavior. The development of a theory that combines Grand Theory with Middle Theory in this context is expected to not only provide theoretical contributions but also open up new insights into the management of human resources in the service sector that are more inclusive and adaptive to cultural diversity.

Furthermore, this research is also expected to provide a practical understanding to service company management in designing policies that can improve employee welfare while optimizing psychological potential through Core Self Evaluation. This is believed to be able to encourage proactive and resilient behavior that leads to improved service quality and company reputation. By considering the context of a strong collectivistic culture, managerial interventions can be more targeted to increase the effectiveness of human resources in facing dynamic challenges in the competitive service industry.

Based on the brief explanation above, this research will be conducted with the title "The Role of Core Self Evaluation in Mediating the Influence of Employee Well-being on Core Self Evaluation and Service-Oriented Organizational Citizenship Behavior with Collectivist Moderation on Employees of Service Companies in Palu City".

LITERATURE REVIEW

Attribution Theory

Attribution theory is a field of social psychology that aims to explain how individuals attribute causes to events or behaviors, and the consequences of these attributions on their subsequent behavior. Attribution theory has spread from social psychology to various fields of management science. Initially, this theory was introduced by Heider, and then developed by Kelly; Weiner et al.; and Weiner, Nierenberg, and Goldstein. Attribution theory originates from the naive psychological concept of action, which is analyzed on the determinants of success and failure. In turn, it can capture the relationship between ability and task difficulty. Thus, Heider identified three determinants of performance; ability, task difficulty, and effort. Two of them (ability and effort) he considered as internal actor factors, while task difficulty is an external cause of an outcome. Attribution theory studies the process of how someone interprets an event, reason, or cause of their behavior. This theory was developed by Heider (1958) also states that a person's behavior is determined by a combination of internal forces, namely factors originating from within a person, and external forces, namely factors originating from outside a person.

The attribution theory proposed by Heider, Fritz in Weiner (2015) emphasizes how individuals explain the causes of behavior and events in their lives, both those that occur to themselves and others. This concept focuses on two types of attributions: Dispositional Attribution: States that a person's behavior is influenced by their internal character or traits. Situational Attribution: Links behavior to external factors or situations that affect the individual.

Heider observed that people tend to attribute success to themselves (internal) and failure to external (external) factors, a phenomenon known as the "hedonic bias." The theory also explains how causal beliefs influence emotions and behavior, as well as how attribution errors, such as the "fundamental attribution error," can occur when people place more emphasis on dispositions than on situations. Overall, attribution theory explains how individuals' understanding of the causes of an event impacts their attitudes, emotions, and social interactions.

According to Weiner (2010), Attribution theory is a psychological approach that explains how individuals interpret the causes of their successes and failures, and how those interpretations influence their future motivation and behavior. In this theory, there are four main causes identified: ability, effort, task difficulty, and luck. Each cause has related dimensions, namely locus (internal or external), stability

(stable or unstable), and control (controllable or uncontrollable). Weiner emphasized that positive internal attributions (such as effort and ability) tend to trigger positive emotions such as pride, while negative external or internal attributions (such as bad luck) can lead to negative emotions such as shame or despair. Thus, how individuals understand the causes of their outcomes directly influences their motivation and follow-through in facing future challenges. The theory also suggests that changes in attributional beliefs can lead to changes in performance, indicating the importance of interventions to replace negative attributions with more positive ones in educational and everyday life contexts (Ryals et al., 2025).

Based on Attribution Theory, individuals tend to give meaning to their experiences, both from internal perspectives (such as personal ability and effort) and external perspectives (such as social support, work environment, and culture). When employees feel they have good well-being that includes emotional, physical, and psychological aspects, they are more likely to evaluate their work environment positively, which in turn triggers service-oriented OCB behaviors.

Social Exchange Theory

Social Exchange Theory (SET) was developed based on two exchange concepts, namely "Behavior Exchange" by Homans, and "Structuralism Exchange" by Blau. Homans stated that social exchange essentially includes the exchange of behavior between individuals, and in this case, the goods exchanged can be tangible and intangible. Blau then expanded his previous ideas regarding the concept of social exchange by including interactions between organizations and proposed the concept of relationship quality. The combination of these two perspectives provides a useful context for discussing behavior that occurs in relationships between individuals and relationships between individuals and organizations.

Homans' theory developed the concept of social behavior as exchange (Social Behavior As Exchange) which is later known as social exchange theory. SET as conceptualized by Homans states that interaction is an exchange involving at least two individuals exchanging tangible and intangible activities. SET by Homans is a sociological and management theory that uses economics and behavioral psychology to explain social behavior between two or more individuals that produce benefits.

From behavioral psychology, a description of human behavior is taken which is formed by things that provide support to each other in the interaction process. From basic economics, Homan takes the concept of costs, rewards, and benefits. Rewards are equivalent to social support, while costs are equivalent to the concept of punishment. Both of these things are considered and greatly determine the occurrence of the exchange process between two or more individuals.

Blau developed SET based on the idea of Structuralism Exchange SET Blau provides a description that individuals are motivated to

establish relationships with organizations that can provide individuals with other material and non-material support, and as a reward received by individuals from the organization, individuals tend to reciprocate kindness through Efforts, positive feelings, and attitudes that are beneficial to the organization. What is interesting about the concept of SET by Blau is that social exchange is a feeling that causes a common perception of goals in the future, meaning that employees will be motivated and committed to their work and organization if they employee is treated fairly and equally. This further emphasizes that the concept of SET can be a basis for organizations to understand the work behavior of their members. Because individual behavior in an organization is very much determined by certain motives or goals. The result of an exchange is a change in individual attitudes and behavior towards the organization, positive or negative changes in attitudes and behavior will depend greatly on the interaction process that occurs between individuals and organizations. Blau's SET approach is able to explain and understand individual behaviors in an organization.

Social exchange theory is an influential and useful conceptual paradigm for interpreting workplace behavior (Cropanzano & Mitchell, 2005). The theory states that complex social interactions create obligations to reciprocate the beneficial actions of others (Cropanzano & Mitchell, 2005). Cropanzano & Mitchell, (2005) proposed three basic ideas of social exchange. First, social exchange involves rules and norms, including reciprocity and negotiated rules. Reciprocity, as a form of interdependent exchange, involves two-way interpersonal transactions, in which an individual provides a benefit and the recipient reciprocates in kind. Negotiated rules are intended to reach mutually beneficial agreements, such as group members negotiating their duties and responsibilities. Second, social exchange involves the exchange of resources, which can be economic or socio-emotional. Economic resources are tangible assets that can be exchanged to meet financial needs, while socio-emotional resources are symbolic and particularistic resources that can be exchanged to achieve personal and social goals. Third, social exchange relationships develop over time as individuals care about others and thus generate rewarding interpersonal relationships.

Organizational Citizenship Behavior

Organizational Citizenship Behavior is a behavior that describes the added value of employees which is one form of proportionality, namely positive, constructive, and meaningful social behavior that helps. Organ stated that OCB is a voluntary action, not directly or officially recognized by the formal reward system, but can make a positive contribution to the overall performance of the organization. Because OCB is very important for the success of the organization in the future, therefore, the organization must encourage and facilitate OCB to achieve effectiveness and efficiency in organizational functions. Meanwhile, Wang and Sung (2016) stated that OCB can be

characterized as collaborative behavior that spurs positive employee attitudes toward the organization and increases the level of individual effort that benefits the organization. According to Kumaria and Thapliyal, (2017) who said that OCB helps organizations protect themselves from negative work environments and increases productivity, cooperation, and significant performance.

According to Jiartana et al. (2023), Organizational Citizenship Behavior is voluntary employee behavior that is carried out to achieve organizational goals more effectively. The action is a manifestation of employee satisfaction that is not in the official rules of the organization and is not directly related to the formal reward system. Organizational Citizenship Behavior is shown by a cooperative and critical attitude beyond the responsibilities set for individuals in the organization and all activities that can support the organization to run better. OCB is also a good citizen behavior because it always supports all provisions in the organization.

According to Organ, the dimensions of OCB are:

1. Altruism: Voluntary actions to help coworkers or organizations, which are not expected as part of formal duties.
2. Conscientiousness: Discipline and commitment to work that exceeds expectations, including good attendance and following rules.
3. Sportsmanship: Positive attitude and tolerance for problems that arise in the work, without complaining or creating inconvenience for others.
4. Civic Virtue: Active participation in organizational activities and attention to issues that affect the organization as a whole.
5. Courtesy: Consideration and respect for coworkers, can help prevent conflict and build good relationships.

As a result, Bettencourt and Brown developed the term "service-oriented OCB" or "Service-oriented Organizational Citizenship Behavior" which can be described as the "discretionary behavior of contact employees in serving customers that goes beyond formal role requirements".

In the journal Kloutsiniotis and Mihail, (2020) namely Tang and Tang, (2012) said that Specifically, OCB Service-oriented Organizational Citizenship Behavior which is oriented towards service OCB facilitates service delivery procedures, besides also creating friendlier customer interactions which ultimately contributes to the creation of competitive advantage. Meanwhile, according to Luan, Lv, and Wang (2022), Service-Oriented Organizational Citizenship Behavior (OCB) is defined as extra behavior carried out by employees who interact directly with customers in service organizations.

Employee Well Being

According to Ryff, employees who have higher well-being show a more positive attitude and a faster and better response to various situations in their lives compared to employees who have low well-

being. According to Ryff, believes that well-being means an effort to develop which is manifested in a person's abilities. Therefore, well-being is an effort to develop in a better direction by realizing the potential abilities that a person has, which includes two dimensions, namely the mental dimension and the subjective dimension. Factors that develop the subjective dimension include components of life satisfaction and positive and negative effects, and factors in the mental dimension include components of life satisfaction, positive emotions, work commitment, motivation, and self-acceptance.

According to Nikbakhsh, Ghaffari, and Abadi (2014), Well-being can be studied in two aspects; subjective aspects and mental aspects. Well-being in a subjective perspective returns to the concept of "life satisfaction and emotional reactions including positive and negative influences. Life satisfaction is a cognitive evaluation of a person's quality of life during his life resulting from his experiences" (Ertürk, 2007).

Well-being is a multidimensional concept that has been conceptualized from various perspectives. From a philosophical perspective, well-being can be hedonic, which is related to satisfaction and life impact, or eudaimonic, which is related to meaning, purpose, and growth (Lent, 2004). The contextual dimension of well-being brings understandings such as employee well-being or workers. Employee Well-being can be seen as the overall experience and functioning at work that involves dimensions of psychological, physical, and social well-being (Grant et al., 2007).

Employee Well-being is a subjective state and has many dimensions (emotions, happiness, material, social, and balance between positive and negative emotions). Employee Well-being is a key component that enables effective organizational results, so it can be concluded that the definition of employee well-being is a state that describes an employee in the workplace subjectively and is influenced by the work environment (Wright et al., 2007).

According to Guest (2017), Employee Well-being is a condition in which employees feel satisfied and healthy physically, mentally, and socially. This well-being does not only cover physical aspects but also mental health and social relationships in the workplace. Meanwhile, Zheng argues that Employee Well-being is a condition of employee well-being as a whole, from the physical and psychological conditions of employees, job satisfaction, emotional exhaustion, and the work environment. Employee Well-being is not only tied to the feelings and perceptions of employees but also to their work and life satisfaction and is also inseparable from psychological experiences and levels of satisfaction with work and the personal life/individual concerned.

According to Yu, Park, and Hyun (2021), Employee Well-being or employee welfare refers to the idea that a person's quality of life improves through the health, happiness, comfort, and tranquility felt by employees while working. Meanwhile, according to Aboobaker, Edward,

and K.A. (2019), it is a point of balance between the collection of individual resources and the challenges faced.

Core Self Evaluation

The term Core Self Evaluation refers to the fundamental global evaluation that makes individuals make themselves moral people, including if they have the ability to handle a task and challenge they face in life where they feel it controls their life. When faced with a problem or challenge, individuals with core self-evaluation believe "I can handle this problem" The tendency of individuals to evaluate themselves negatively or positively can affect their evaluations of others and the world in general. According to Judge, Core Self Evaluation is a concept that represents the fundamental evaluations that people make about themselves and their functioning in their environment. Judge & Bono (2001) define Core Self Evaluation as "The basic conclusions or bottom-line evaluations that individuals hold about themselves". Therefore, Core Self Evaluation is the fundamental assumptions that people hold about their worthiness, functioning, and abilities as a person in their environment.

Core Self Evaluation proposes the construct of core self-evaluation, which refers to the fundamental judgments that people make about their self-worth, competence, and capabilities. According to Judge, core self-evaluation is a broad, latent, and high-level trait. Core self-evaluation is a fundamental assessment of one's worthiness, effectiveness, and abilities as a person (Ock et al., 2021).

According to Chang et al. (2012), a person's CSE is manifested in traits that follow three criteria: evaluation focus, fundamentality, and scope. Evaluation focus is the extent to which traits involve self-evaluation (e.g., self-esteem is an assessment of self-worth) rather than self-description (e.g., agreeableness is a label for behaviors such as cooperation and showing empathy). Fundamentality is the extent to which traits. Meanwhile, according to Oh (2022), Core Self-Evaluation (CSE) is a fundamental assessment that individuals have of their self-worth, competence, and abilities. According to Raja et al. (2023), Core Self Evaluation (CSE) is defined as a fundamental evaluation that individuals make of themselves, including beliefs about their abilities, values, and control over their lives.

Based on the opinions of the experts above, the researcher concludes that Core Self Evaluation (CSE) is a concept that refers to individuals' fundamental assessments of themselves, which include self-esteem, competence, and abilities. CSE reflects fundamental assumptions about the worthiness, effectiveness, and control of individuals over their lives. CSE is characterized by three main criteria: the focus of evaluation (self-assessment), fundamentality (the basic level of the traits), and scope (the breadth of the aspects evaluated). Thus, CSE plays an important role in shaping individuals' views of themselves in social and professional environments.

Collectivist

According to Hofstede (2001), Collectivist is an established cultural construct that has been widely associated with people's emotions, motivations, and behaviors. At the psychological level, collectivist orientation is defined as the extent to which individuals have a general orientation toward group goals, group norms, the welfare of the group and its members, and the tendency to work together in work groups (Dierdorff et al., 2011).

Collectivism is one of the dimensions of culture and is a manifestation of togetherness in a group that prioritizes harmony and places group goals above personal interests. According to Hofstede (2001), some characteristics of collectivists are mentioned, including a person feeling integrated into the group since birth, an emphasis on harmony, prioritizing relationships over tasks, and feeling ashamed if they violate group norms. According to empirical research conducted by Hofstede (2011) people who live in a collectivist culture are interdependent and group-oriented.

According to Ekasari (2018), collectivist is a communal society that emphasizes reciprocal and long/spread obligations and expectations between group members based on their original status. This opinion shows that group members have obligations that can be said to be unlimited and relationships are more based on the status of where someone comes from. In a collectivist culture, a person wants to belong to a group and enjoys being part of the group. Thus he likes to spend time with the group. A collectivist considers it his duty if he has to sacrifice for the interests of the group or to help group members who are in trouble. Harmony or harmony must be realized in collectivism so that disagreements are avoided as much as possible.

According to Oyserman, Coon, and Kemmelmeier (2002) some components of collectivism are relatedness, belonging, duty, harmony, advice, context, hierarchy, and group. Relatedness reflects a person's closeness to their group, namely other people/groups are part of themselves. A collectivist cannot be separated from their group. Meanwhile, according to Xu, Xie, and Chung (2019), Collectivist Orientation is the tendency of individuals to prioritize group goals, group norms, and the welfare of group members. According to Niu, Deng, and Hao (2020), Collectivistic Orientation is defined as the tendency of individuals to have an interdependent view of themselves, act together as a group, and adhere to moral values that emphasize joint efforts.

METHOD

This study will use a quantitative and causal research approach, where this approach aims to determine how a variable affects other variables. Quantitative research, which is a research method based on the philosophy of Post-positivism, aims to test general data and theories to produce specific findings through testing research hypotheses on certain populations or samples, the data collection process uses

research instruments, quantitative or statistical data analysis (Creswell, 2014). The reason for using the quantitative method is that the facts or phenomena observed have an objective reality that can be measured. Research variables can be identified and variable intercorrelations can be measured. The data used by all variables is quantitative data. The advantage of the quantitative method is that it can test existing theories. Quantitative analysis based on multivariate analysis using a structural equation model or SEM (structural equation modeling) based on Partial Least Square (PLS). Hair et al., (2021) stated that PLS is an alternative approach which is a shift from a covariance-based SEM approach to a variance-based one. Covariance-based SEM is generally causal/theory while PLS is more of a predictive model. PLS is a widely used analysis method because it is not based on many assumptions. For example, the data must be normally distributed and the sample does not have to be large. In addition to being used to confirm theories, PLS can also be used for reflective and normative indicators. This study uses reflective indicators.

RESULT AND DISCUSSION

Outer Model Test Results

Outer loading is the correlation between each measurement item and the variable. This measure describes how well the item reflects/describes the measurement of the variable. In this study, referring to Hair et al., (2021) that $LF \geq 0.708$. Outer loading values between 0.40 and 0.70 should be considered for deletion only if the deletion leads to an increase in composite reliability or AVE above the recommended threshold value (Hair et al., 2022).

Based on the outer loading results, all indicators in the Employee Well-being, Core Self Evaluation, Service-Oriented Organizational Citizenship Behavior, and Collectivist constructs have loading values above 0.708. This shows that each indicator consistently reflects the construct being measured. There were no outer loading values that needed to be eliminated because all of them had met the convergent validity criteria suggested by (Hair et al., 2022). In addition, the communality value (the ideal communality value is generally > 0.5 , and all indicators have met this) also shows that most of the indicator variance is adequately explained by their respective constructs.

According to Hair et al., (2021), Composite Reliability is a measure to show how far the reliability of a variable is. To find out the results of Composite Reliability, they can be displayed in Table 1.

Table 1. Composite Reliability

| Variable | Composite Reliability | Information |
|--|-----------------------|-------------|
| Employee Well-being | 0.978 | Fulfilled |
| Core Self Evaluation | 0.944 | Fulfilled |
| Service-Oriented Organizational Citizenship Behavior | 0.962 | Fulfilled |
| Collectivist | 0.975 | Fulfilled |

Based on Table 1 Composite Reliability above, it can be seen that all constructs in this study have a Composite Reliability (CR) value

above 0.70, following the threshold suggested by Hair et al., (2021) (Fulfilled), which indicates that all constructs have very good internal reliability.

Convergence Validity is the extent to which constructs converge to explain the variations of their indicators. The metric used to evaluate the convergent validity of the convergent validity construct is the Average Variance Extracted (AVE) for all indicators in each construct. The following results of Convergence Validity can be displayed in Table 2.

Table 2. Convergent Validity

| Variable | Average Variance Extracted (AVE) | Information |
|--|----------------------------------|-------------|
| Employee Well-being | 0.664 | Valid |
| Core Self Evaluation | 0.676 | Valid |
| Service-Oriented Organizational Citizenship Behavior | 0.677 | Valid |
| Collectivist | 0.665 | Valid |

Based on Table 2 above, it can be seen that the Average Variance Extracted (AVE) value for each construct has also exceeded the minimum threshold of 0.50. According to Hair et al., (2021), the AVE value is ≥ 0.50 . So the results above indicate that each construct can explain more than 50% of the variance of its indicators so that the convergent validity is valid. Thus, all constructs in this model can be declared reliable and convergently valid for use in further analysis.

Discriminant validity describes how far the variables or constructs built are different from other variables/constructs and are statistically tested (Hair et al., 2021). The measure of discriminant validity is HTMT (Heterotrait Monotrait Ratio) with a recommended value below 0.85 or below 0.90. To find out the results of discriminant validity can be displayed in Table 3 below.

Table 3. Discriminant Validity

| Variables | Core Self Evaluation | Employee Well-being |
|--|----------------------|---------------------|
| Employee Well-being | 0.802 | |
| Service-Oriented Organizational Citizenship Behavior | 0.705 | 0.759 |

Based on Table 3, it can be seen that the discriminant validity test was carried out using the Heterotrait-Monotrait Ratio (HTMT) method recommended by Hair et al. (2021). The test results show that the HTMT value between constructs has a score below the maximum limit of 0.90, even though most of them are below 0.85. The HTMT value between Core Self Evaluation and Service-Oriented Organizational Citizenship Behavior = 0.705 is declared valid. The HTMT value between Employee Well-being and Service-Oriented Organizational Citizenship Behavior = 0.759 is declared valid. The HTMT value between Employee Well-being and Core Self Evaluation = 0.802 is stated to be still within safe limits, which indicates that each construct in this study has a clear difference and there is no overlapping meaning between the Employee Well-being, Core Self Evaluation, and Service-Oriented Organizational Citizenship Behavior constructs. Thus, the discriminant validity of the model has been met properly.

Inner Model Structural Model

Examination of collinearity between independent/exogenous variables (inner collinearity). If the inner VIF > 5 then there is a suspicion of multicollinearity. However, Hair et al., (2019) stated that a VIF value between 3-5 has the potential for multicollinearity and the ideal is if VIF <3 (no multicollinearity / low collinearity). To find out the value of VIF is shown in the following table.

Table 4. Collinearity

| Relationship Between Variables | Variance Inflation Factor (VIF) |
|---|---------------------------------|
| Employee Well-being --> Service-Oriented Organizational Citizenship Behavior | 4.790 |
| Employee Well-being --> Core Self-Evaluation | 1.000 |
| Core Self Evaluation --> Service-Oriented Organizational Citizenship Behavior | 4.934 |

Based on Table 4 above, it can be seen that the results of the collinearity evaluation in the structural model using the Variance Inflation Factor (VIF) value, it is known that the Employee Well-being path to Core Self Evaluation has a VIF value of 1,000, which indicates no collinearity. Meanwhile, the Employee Well-being path to Service-Oriented Organizational Citizenship Behavior and Core Self Evaluation to Service-Oriented Organizational Citizenship Behavior each have VIF values of 4,790 and 4,934, which are in the range of 3-5, so there is an indication of potential collinearity, although it is still tolerable. Thus, this model is still acceptable, but it is necessary to be careful of the possibility of overlapping variable contributions in explaining Service-Oriented Organizational Citizenship Behavior.

When interpreting the results of the path model, it is necessary to test the significance of all structural model relationships using the path coefficient value, t-statistics p-value, or confidence interval and f-square (Hair et al., 2022). To find out the value, it can be displayed in the following table 5 Significance and relevance of the structural model relationships.

Table 5. Significance and Relevance of The Structural Model Relationships

| Hypothesis | Path Coefficient | t-statistics | p-value | 95% confidence interval path coefficient | | f-square | Information |
|-------------------|------------------|--------------|---------|--|-------------|----------|-------------|
| | | | | Lower Limit | Upper Limit | | |
| H1. EWB --> SOOCB | 0.172 | 4.203 | 0.000 | 0.098 | 0.258 | 0.021 | Sig |
| H2. EWB --> CSE | 0.766 | 22.108 | 0.000 | 0.691 | 0.828 | 1.424 | Sig |
| H3. CSE --> SOOCB | 0.159 | 3.704 | 0.000 | 0.077 | 0.245 | 0.017 | Sig |

Based on the bootstrapping results from Table 5 above, it can be stated that:

1. The first hypothesis (H1) is accepted, namely, there is a positive and significant influence of Employee Well-being on Service-Oriented Organizational Citizenship Behavior with a path coefficient of (0.172) and a p-value (0.000 <0.05) with a

significant level of 5% t-statistics (4.203). Every change in Employee Well-being will increase Service-Oriented Organizational Citizenship Behavior.

2. The second hypothesis (H2) is accepted, namely, there is a significant influence of Employee Well-being on Core Self Evaluation with a path coefficient of (0.766) and a p-value (0.000 <0.05) with a significant level of 1% t-statistics (22.108) very significant. Every change in Employee Well-being will increase Core Self Evaluation.
3. The third hypothesis (H3) is accepted, namely that there is a significant effect of Core Self Evaluation on Service-Oriented Organizational Citizenship Behavior with a path coefficient of (0.159) and a p-value (0.000 <0.05) with a significant level of 5% t-statistics (3.704). Any change in Core Self Evaluation will increase Service-Oriented Organizational Citizenship Behavior.

Evaluation of the R-Square (R^2) value is carried out to determine how much the exogenous construct in the model can explain the variation of the endogenous construct. According to Hair et al., (2021), a high R^2 value indicates that the structural model has good predictive power, and shows that the relationship between constructs has been built properly. To find out this value, it can be displayed in the following table 6:

Table 6. Structural Model Evaluation Through R-Square (R^2)

| Endogenous Variables | R-Square |
|--|----------|
| Core Self Evaluation | 0.587 |
| Service-Oriented Organizational Citizenship Behavior | 0.699 |

Based on the results of the table displayed According to Hair et al., (2021) the qualitative interpretation value of R square is 0.75 (high), 0.50 (moderate), and 0.25 (weak). So, the results of the data processing above which are displayed in the table can be said that the magnitude of the influence of Employee Well-being on Core Self Evaluation is 0.587 (moderate influence). This means that the exogenous construct makes a fairly strong contribution to the formation. In addition, the magnitude of the influence of Employee Well-being and Core Self Evaluation on Service-Oriented Organizational Citizenship Behavior is 0.699 (moderate influence). This means that the model has good predictive ability in explaining Service-Oriented Organizational Citizenship Behavior.

According to Hair et al., (2019) stated that PLS is an SEM analysis with the aim of prediction. Therefore, it is necessary to develop a measure of the validity of the model to show how good the predictive power of the proposed model is. PLS Predict works as a form of validation of the strength of the PLS prediction test.

Based on the test results, all indicators (100%) have a $Q^2_{predict}$ value > 0, which indicates that this model has valid predictive power. Of the 20 indicators, around 12 indicators (mostly in Y) have better PLS predictions than LM. Around 8 indicators (mostly in M) PLS predictions are not better than LM. Most indicators in the model have lower RMSE or MAE values in the PLS-SEM model than in the ordinary linear

regression model (LM). Referring to the criteria of Hair et al., (2019), these results indicate that the model has medium predictive power. Thus, this model is not only structurally valid but also shows sufficient predictive ability to be used in forecasting future endogenous construct values.

Mediation Testing

Mediation is the third variable that links treatment and outcome. Mediation is often conceptualized as a variable that transmits the main effect to the outcome. According to Hair et al. (2022), there are 5 types of mediation influences, namely; Direct-Only non-mediation, No-effect non-mediation, Partial mediation (Complementary mediation) Partial mediation (Competitive mediation), and Full mediation. To find out the results of the mediation test, they can be displayed in the following table 7:

Table 7. Mediation Test

| Hypothesis | Path Coefficient | t-statistics | p-value | 95% confidence interval path coefficient | | Information |
|---------------------------------|------------------|--------------|---------|--|-------------|-------------|
| | | | | Lower Limit | Upper Limit | |
| H4. CSE Mediating EWB --> SOOCB | 0.122 | 3.550 | 0.000 | 0.058 | 0.193 | Sig |

Based on the results of the mediation analysis presented in Table 7 above, it is known that Core Self Evaluation (CSE) significantly mediates the relationship between Employee Well-being (EWB) and Service-Oriented Organizational Citizenship Behavior (SOOCB) with a path coefficient value of 0.122 ($t = 3.550$, $p = 0.000$). The 95% confidence interval (0.058 - 0.193) does not include zero, indicating the stability of this mediation effect. Because both direct and indirect influences are significant and lead in the same direction, the type of mediation that occurs is Partial Mediation (Complementary Mediation). This finding indicates that CSE strengthens the positive influence of Employee Well-being on Service-Oriented Organizational Citizenship Behavior.

Moderation Testing

Moderation describes a situation where the relationship between two constructs is not constant but depends on the value of a third variable, called the moderator variable. The moderator variable (or construct) changes the strength, or even direction, of the relationship between the two constructs in the model (Hair et al., 2022).

According to Hair et al., (2022), the significance of the moderation relationship in PLS-SEM is determined through the path coefficient value, p-value, and bootstrap confidence interval. If the p-value < 0.05 and the confidence interval does not include zero, then the moderation relationship is said to be statistically significant. To find out these results, are displayed in the following Table 8 Moderation Significance:

Table 8. Significance of Moderation

| Hypothesis | Path Coefficient | t-statistics | p-value | 95% confidence interval path coefficient | | Information |
|---------------------------------|------------------|--------------|---------|--|-------------|-------------|
| | | | | Lower Limit | Upper Limit | |
| H5. CO Moderating EWB --> SOOCB | -0.126 | 3.297 | 0.038 | -0.243 | -0.004 | sig |
| H6. CO Moderating CSE --> SOOCB | -0.015 | 0.203 | 0.806 | -0.131 | 0.102 | No sig |

Based on the results of the moderation test displayed in Table 8 Significance of Moderation, it was found that Collectivist Orientation significantly moderates the relationship between Employee Well-being (EWB) and Service-Oriented Organizational Citizenship Behavior (SOOCB). The path coefficient value of -0.126, with t-statistics = 3.297 and p-value = 0.038 (<0.05), indicates that this relationship is statistically significant. In addition, the 95% confidence interval for this relationship is in the range of -0.243 to -0.004, which does not include zero, thus strengthening the evidence of the stability of the moderation effect found. The negative direction of the coefficient indicates that the higher the level of Collectivist Orientation, the weaker the influence of Employee Well-being on Service-Oriented Organizational Citizenship Behavior.

Meanwhile, the results of the Collectivist Orientation moderation test on the relationship between Core Self Evaluation (CSE) and Service-Oriented Organizational Citizenship Behavior (SOOCB) show a path coefficient value = -0.015, with t-statistics = 0.203 and p-value = 0.806 (> 0.05), which means this relationship is not significant. The 95% confidence interval for this path is in the range of -0.131 to 0.102, which includes the number zero, indicating that the moderation effect is unstable and does not support a real moderation effect.

Thus, it can be concluded that Collectivist Orientation only acts as a significant moderator in the relationship between Employee Well-being and Service-Oriented Organizational Citizenship Behavior, and does not moderate the relationship between Core Self Evaluation and Service-Oriented Organizational Citizenship Behavior.

According to Hair et al., (2021), to assess the strength of the moderation effect practically, the f-square measure is used, with reference values from Kenny (0.005=low), (0.01=moderate), and (0.025=high). To see the effect size influencing variables at the structural level, it can be displayed in the following table 9 f-square:

Table 9. f-square

| Hypothesis | f-square |
|---------------------------------|----------|
| H5. CO Moderating EWB --> SOOCB | 0.003 |
| H6. CO Moderating CSE --> SOOCB | 0.000 |

Based on Table 9 f-square shows that H5, namely Collectivist moderates the influence of Employee Well-being on Service-Oriented Organizational Citizenship Behavior has an f-square value = 0.003 which is in the category below the small effect limit. It can be interpreted that although it has a significant moderation relationship, the strength of the moderation effect is very small, which means its practical contribution is low. Other moderation relationship results H6 Collectivist moderates Core Self Evaluation on Service-Oriented Organizational Citizenship Behavior has an f-square value = 0.000 which is in the category of having no effect size at all and does not significantly moderate.

The Influence of Employee Well-being on Service-Oriented Organizational Citizenship Behavior on Employees of Service Companies in Palu City

Employee Well-being has a positive and significant effect on Service-Oriented Organizational Citizenship Behavior. This means that the better the Employee's Well-being received, the more the employee's Service-Oriented Organizational Citizenship Behavior will increase, States, Alkhadher, and Beehr, (2020) and Kang et al., (2020). This can be explained through the Social Exchange Theory proposed by Blau and Badru et al., (2024) According to this theory, the relationship between individuals in social interactions is based on the principle of reciprocity, where individuals tend to reciprocate the treatment they receive. When organizations pay attention to employee well-being, either in the form of emotional, social, or material support, employees tend to reciprocate with positive behavior that benefits the organization, including behavior that goes beyond the formal demands of their jobs.

The high Psychological Well-being dimension indicates that employees have good self-acceptance, clear life goals, and the ability to manage their environment. They tend to see life as a continuous learning process and have high self-confidence. Similarly, the high Subjective Well-being dimension illustrates that employees tend to feel positive emotions and have optimism about the future. The Workplace Well-being dimension, although it has the lowest value among the four Employee Well-being dimensions, is still in the high category, indicating that employees are satisfied with their jobs, appreciate their jobs, and feel that their jobs provide room for career growth.

In the context of service companies in Palu City, the positive influence of Employee Well-being on Service-Oriented Organizational Citizenship Behavior is a relevant finding. Service companies rely heavily on the quality of service provided by their employees, especially frontline employees who interact directly with customers. Voluntary employee behavior that goes beyond their formal duties, such as showing loyalty to the organization, providing quality service, and actively participating in service improvement, is an important factor in creating customer satisfaction and competitive advantage. The findings of this study are also relevant to the demographic characteristics of the

respondents, where most respondents are in the age range of 25-36 years (68%). This age range indicates that employees involved in Service-Oriented Organizational Citizenship Behavior in service companies in Palu are in a productive age phase associated with emotional maturity, independence in work, and the ability to manage interpersonal relationships with customers. In addition, the dominance of female respondents (68%) can also contribute to the high Service-Oriented Organizational Citizenship Behavior, considering that women tend to have advantages in empathy, understanding customer needs, and building effective teamwork.

The Influence of Employee Well-being on Core Self-Evaluation of Employees of Service Companies in Palu City

The results of the second hypothesis test (H2) show that the positive and highly significant influence of Employee Well-being on Core Self-Evaluation indicates that the higher the level of employee well-being, the more positive their fundamental evaluation of themselves. When employees feel physical, mental, and emotional well-being, they tend to develop more positive assessments of their worthiness, competence, and self-control. According to Ding et al. (2020), the employer organization must reward and support transformational leadership behaviors that are considered well-being for the benefit of employee CSE. This is in line with the Attribution Theory proposed by Weiner (2010), which explains that individuals tend to interpret the causes of their success and failure based on internal (dispositional) or external (situational) factors. Employees with high well-being tend to attribute their success to personal abilities and efforts (positive internal attributions), which in turn strengthens their overall self-evaluation. Recent research by Liu et al. confirmed that Well-being interventions in the workplace significantly increased CSE through strengthening adaptive causal attributions (both external and internal), especially in the context of post-pandemic recovery in the service industry.

The results of the descriptive analysis in this study showed that Core Self Evaluation in employees of service companies in Palu City was in the high category with an average score of 4.11. The Neuroticism dimension had the highest score (4.13), followed by Self-Efficacy (4.12), Self-Esteem (4.11), and Locus of Control (4.11). High Neuroticism scores (in a positive context, indicating good emotional stability) indicate that employees tend to have good emotional stability and can cope with stress and pressure at work. They tend not to feel anxious, depressed, or angry easily and are better able to control their emotions in challenging situations. A high Self-Efficacy dimension also indicates that employees have a strong belief in their ability to complete tasks successfully and control their work. Similarly, a high Self-Esteem dimension indicates that employees have a positive assessment of themselves, feel confident that they will achieve deserved success, and tend to succeed when they try. A high Locus of Control dimension indicates that employees feel they have control over the situations and

outcomes they experience, even though they sometimes feel concerned about their competence.

The Influence of Core Self Evaluation on Service-Oriented Organizational Citizenship Behavior of Employees of Service Companies in Palu City

The results of the third hypothesis test (H3) show that Core Self Evaluation has a positive and significant effect on Service-Oriented Organizational Citizenship Behavior indicating that employees with positive self-evaluations, which include positive assessments of eligibility, competence, self-control, and emotional stability, tend to demonstrate more service-oriented organizational citizenship behavior. This can be explained according to Weiner, which explains how individuals interpret and give meaning to their life experiences through causal attribution patterns, which can be internal or external, stable or unstable, and controllable or uncontrollable. They tend to develop internal attributions for service success ("I provide quality service because of my ability") and external attributions for service problems ("service failure occurs because of situations beyond control"), which strengthens their motivation to engage in SOOCB (Qiu et al., 2020). In addition, individuals with high Core Self Evaluation tend to be more optimistic in facing challenges and have higher expectations of success, which encourages them to take the initiative and demonstrate proactive behavior in the service context.

The results of the descriptive analysis in this study indicate that the Core Self Evaluation of employees of service companies in Palu City is in the high category with an average score of 4.11. The Neuroticism dimension has the highest score (4.13), followed by Self-Efficacy (4.12), Self-Esteem (4.11), and Locus of Control (4.11). A high Neuroticism score (in this case, indicating good emotional stability) indicates that employees have good emotional control, are able to face stressful situations calmly, and are not easily anxious or depressed. This is very important in the context of service, where employees often face challenging situations or difficult customers, but are still required to provide quality service and maintain a positive attitude. A high Self-Efficacy dimension also indicates that employees have a strong belief in their ability to carry out tasks successfully and control their work. This belief can encourage employees to take the initiative in improving services, provide creative solutions to customer problems, and take on additional responsibilities beyond their formal job descriptions.

The Mediation Role of Core Self Evaluation on the Influence of Employee Well-being on Service-Oriented Organizational Citizenship Behavior on Employees of Service Companies in Palu City

The results of the fourth hypothesis test (H4) show that Core Self Evaluation significantly mediates the relationship between Employee Well-being and Service-Oriented Organizational Citizenship Behavior.

The type of mediation that occurs is complementary partial mediation because both direct and indirect influences are significant and lead to the same direction (positive). This finding provides empirical evidence that part of the influence of Employee Well-being on Service-Oriented OCB is channeled through Core Self Evaluation. In other words, employee well-being not only directly affects their tendency to display service-oriented organizational citizenship behavior but also indirectly through increased positive self-evaluation. High employee well-being contributes to the formation of positive self-evaluation, which in turn encourages employees to display Service-Oriented OCB.

The management of service companies in Palu City needs to pay attention not only to increasing employee well-being directly but also to developing positive self-evaluation as a mechanism to improve Service-Oriented OCB. Programs aimed at enhancing employees' self-efficacy, self-esteem, internal locus of control, and emotional stability can be effective strategies to strengthen the relationship between well-being and organizational citizenship behavior.

Specific strategies that can be implemented include self-confidence development training, coaching, and mentoring programs, opportunities for skill development and mastery, constructive feedback that supports self-esteem, and management practices that provide employees with autonomy and control. In addition, creating a work environment that supports psychological well-being, such as through stress management, mindfulness practices, and mental health support, can strengthen employees' self-evaluation and in turn enhance organizational citizenship behavior. By understanding and utilizing the mediating role of Core Self Evaluation, service companies in Palu City can develop more effective strategies to encourage Service-Oriented OCB, which can ultimately improve service quality, customer satisfaction, and organizational competitive advantage.

The Role of Collectivists in Moderating the Influence of Employee Well-being on Service-Oriented Organizational Citizenship Behavior on Employees of Service Companies in Palu City

The results of the fifth hypothesis test (H5) show that Collectivist significantly moderates the relationship between Employee Well-being and Service-Oriented Organizational Citizenship Behavior. This is evidenced by the path coefficient value of -0.126, t-statistics 3.297, and p-value of 0.038 which is smaller than the significance level of 0.05. The 95% confidence interval for this moderation effect is in the range of -0.243 to -0.004, which does not include zero, indicating that this moderation effect is stable and consistent. The negative value of the path coefficient indicates that Collectivist weakens the positive relationship between Employee Well-being and Service-Oriented Organizational Citizenship Behavior. In other words, the positive influence of Employee Well-being on Service Oriented Organizational Citizenship Behavior is weaker in employees with high levels of Collectivist compared to employees with low levels of Collectivist.

The practical findings of this study are that the management of service companies in Palu City needs to understand the specific cultural dynamics in their organizations and how collectivistic values may influence the relationship between employee well-being and organizational citizenship behavior. While collectivistic cultures can have many benefits, such as stronger teamwork and cohesion, organizations also need to be aware of the potential negative impacts of conformity pressures and excessive external expectations. Strategies that can be implemented include creating a work environment that values both collective values and individual autonomy, encouraging authentic self-expression while maintaining teamwork, developing organizational norms that support employee well-being as a valuable goal in itself, and ensuring that organizational citizenship behavior is not viewed as an obligation or external demand, but as a voluntary choice driven by positive internal conditions. By understanding the nuances of the moderating effects of collectivism, organizations can develop a more balanced and effective approach to encouraging service-oriented organizational citizenship behavior that integrates both collective values and respect for employee individual well-being.

The Role of Collectivists in Moderating the Influence of Core Self Evaluation on Service-Oriented Organizational Citizenship Behavior of Employees of Service Companies in Palu City

The results of the sixth hypothesis test (H6) indicate that Collectivist does not significantly moderate the relationship between Core Self Evaluation and Service-Oriented Organizational Citizenship Behavior. The insignificant role of Collectivist moderation in the relationship between Core Self Evaluation and Service-Oriented Organizational Citizenship Behavior indicates that the influence of fundamental self-evaluation (Core Self Evaluation) on service-oriented organizational citizenship behavior (Service-Oriented Organizational Citizenship Behavior) is relatively consistent across various levels of employee collective orientation. In other words, the strength of the relationship between Core Self Evaluation and Service-Oriented Organizational Citizenship Behavior does not depend on whether employees have high or low collective orientation. Positive self-evaluation, which includes positive assessments of worthiness, competence, self-control, and emotional stability, tends to encourage organizational citizenship behavior regardless of the employee's cultural orientation.

Core Self Evaluation may be a strong and stable predictor of positive behaviors at work, including SOOCB, beyond the influence of contextual factors such as cultural orientation. Judge et al., and Judge et al., (2003) stated that Core Self Evaluation is a fundamental and relatively stable personality trait that influences how individuals evaluate themselves, their environment, and their interactions with the environment. Such a fundamental personality trait may have a more universal influence on behavior than cultural orientations that are more

influenced by social and situational contexts. While collectivism may influence the relationship between certain antecedents and SOOCB (as we saw in the fifth hypothesis, where Collectivist moderates the relationship between Employee Well-being and Service-Oriented Organizational Citizenship Behavior), its effects may not be significant for other antecedents. Core Self Evaluation, as a construct that is more related to personality and internal dispositions, may be less affected by cultural orientation than constructs that are more related to situational or social experiences such as Employee Well-being.

In the context of service companies in Palu City, the effect of Core Self Evaluation on Service-Oriented Organizational Citizenship Behavior may be driven more by specific situational and organizational factors, such as job demands, organizational norms, or management practices, than by employees' cultural orientation. In such a situation, positive self-evaluation tends to encourage organizational citizenship behavior regardless of employees' collectivist orientation. This result may also be related to the measurement and operationalization of the Collectivist variable in this study. Collectivist was measured using an instrument that includes five dimensions: Power Distance, Uncertainty Avoidance, Collectivism, Long-Term Orientation, and Masculinity. This more comprehensive measurement may capture broader aspects of culture than just collectivist orientation, so more specific moderation effects may not be detected. In addition, this measurement was conducted at the individual level (individual cultural orientation) rather than at the group or organizational level, which may have produced different results.

CONCLUSION

Based on the results of the hypothesis testing conducted, this study concluded that Core Self Evaluation has a positive and significant influence on Service-Oriented Organizational Citizenship Behavior (SOOCB). Employees with high self-evaluation tend to show proactive service behavior, and initiative, and go beyond their formal duties. In addition, Core Self Evaluation is also proven to partially and complementary mediate the relationship between Employee Well-being and SOOCB, indicating that employee well-being can encourage positive self-evaluation, which in turn increases the tendency of employees to show service-oriented organizational citizenship behavior. This finding confirms the importance of dispositional factors in bridging the relationship between psychological well-being and positive work behavior. This study also shows that Collectivist cultural values moderate the relationship between Employee Well-being and SOOCB, in a negative direction, meaning that in individuals with high levels of collectivism, the positive influence of well-being on SOOCB behavior becomes weaker. However, the moderating effect of the Collectivist was not found in the relationship between Core Self Evaluation and SOOCB, indicating that Core Self Evaluation as a fundamental personality trait has a consistent and stable influence on SOOCB, beyond cultural

contexts. Thus, organizational management needs to consider a dual approach—that is, strengthening employee well-being and self-evaluation while understanding the dynamics of cultural values—to optimize service-oriented organizational citizenship behavior.

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