

## THE INFLUENCE OF ORGANIZATIONAL COMMITMENT AND SELF EFFICACY ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH EMPLOYEE ENGAGEMENT AS AN INTERVENING VARIABLE AT CLASS III AIRPORT OPERATOR OFFICE IN WEST PAPUA

**Drajat Perwirajati \*<sup>1</sup>**

Program Pascasarjana Universitas Terbuka, Indonesia  
Email: perwirajatidrajat@gmail.com

**Ferdinandus Christian**

Universitas Ottow Geissler Papua, Indonesia  
Email: tamehi68@gmail.com

**Anshar Daud**

Institut Teknologi Bisnis Nobel Indonesia, Indonesia  
Email: anshar@nobel.ac.id

### **Abstract**

Every organization or company operates by using all its resources to produce goods or services that have selling power. The resources owned by a company are required to be able to empower and optimize their use for the continuity of the next company. This study aims to determine the effect of organizational commitment and self-efficacy on organizational citizenship behavior with employee engagement as an intervening variable at the class III airport operator office in West Papua. the sample of respondents was 150 civil servants at the Class III Airport Operator Unit Office in West Papua, based on the Cluster Random Sampling method. The data were tabulated and analyzed using multiple regression methods with the help of SPSS. Causality analysis using Structural Equation Modeling (SEM), Hypothesis testing is done using the AMOS 24 program which can process dimensional and tiered research models. The results showed that organizational commitment (X<sub>1</sub>) had no effect on employee engagement (Z<sub>1</sub>). Self efficacy (X<sub>2</sub>) has a positive and significant effect on employee engagement (Z<sub>1</sub>), organizational commitment (X<sub>1</sub>) has a positive and significant effect on organizational citizenship behavior (Z<sub>2</sub>). Self efficacy (X<sub>2</sub>) has a positive and significant effect on organizational citizenship behavior (Z<sub>2</sub>). Employee engagement (Z<sub>1</sub>) has no effect on organizational citizenship behavior (Z<sub>2</sub>).

**Keywords:** organizational citizenship behavior, employee engagement, self-efficacy, organizational commitment

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<sup>1</sup> Correspondence author

## INTRODUCTION

An organization is a structured group of two or more individuals who collaborate towards a specific goal. When considering their goals, organizations can be categorized into two types: business organizations that aim to generate profits, and social organizations (public organizations) that focus on providing services (Hasibuan, 2020).

Company resources must be utilized effectively to improve and maximize their use for the sustainable survival of the company. Human resources are an important resource for organizations/companies (Endah Suryani et al., 2021). This is due to the fact that humans consistently play an important and influential role in all aspects of the organization, which function as planners, implementers, and main drivers of organizational goals, so that if the company treats employees as capital, the company will get greater benefits than just treating employees as resources (human resources). (Amin et al., 2020).

In all organizations, including government entities, Organizational Citizenship Behavior (OCB) exists as an informal and voluntary principle (Ferdinandus Christian, 2018). The presence of OCB is anticipated to facilitate the smooth integration of employees into their organizational settings. Evaluating the level of OCB in employees can be achieved through their loyalty, compliance, and engagement with the government agencies in which they operate. According to Robbins (2015), OCB is characterized as discretionary behavior that is outside the formal job requirements of employees but contributes to the overall efficiency of the organization. This behavior is a proactive and voluntary action that, if absent, does not result in reprimand.

Manifestations of Organizational Citizenship Behavior (OCB) may not be explicitly outlined in an employee's job description, but are anticipated because of their role in improving organizational efficiency and sustainability, especially in a competitive business landscape. Individuals who exhibit OCB tend to show a high sense of loyalty to their employer organization, fostering a sense of comfort and security in their professional environment (Rumbi, S., & Christian, F. Suparti, 2021). In general, Organizational Citizenship Behavior (OCB) has the potential to improve organizational performance by strengthening social ties within the organization, reducing conflict, and increasing operational efficiency.

The main objective of the Airport Operator Unit is to carry out airport services and airport-related services, security activities, safety, and flight order at airports that have not been commercially operated. to implement effective management and entrepreneurship in handling airport goods, services, and services by maximizing the utilization of available resources and complying with the principles of sound corporate governance (Meho, H., & Christian, 2019). Consequently, the goal is to provide high-quality services and increase

competitiveness to increase the value of the organization. Despite the major challenges faced in pursuing this goal, the Class III Airport Operator Unit office in West Papua Province faces similar obstacles, especially the shortage of civil servants, which requires optimization of current human resources to meet organizational goals. This situation results in employees performing tasks outside their designated responsibilities. To reduce the workload, each Airport Operator Unit has the option to hire temporary staff within budget constraints.

Based on the initial survey with 46 respondents and covering 10 variables, namely Organizational Commitment, Work Culture, Workload, Work Stress, Family Conflict or Work Family, Self-Efficacy, Fatigue, Job Satisfaction, Leadership, and Trust, it is suspected that Organizational Citizenship Behavior (OCB) is influenced by two key factors: organizational commitment and self-efficacy. Organizational commitment refers to the quality of the bond between an individual and the employer organization, where the individual has a strong belief in the principles and goals of the organization, shows a willingness to exert sincere efforts for the benefit of the organization, and shows a strong tendency to remain affiliated with the organization. The high dedication of our employees to the organization is reflected in their great voluntary efforts for the further progress of the company. Employees who feel committed to the values of the company are more likely to contribute to achieving the company's goals. Employees feel they have a greater responsibility because of their contribution to the organization (Yuwono, 2005). Employees who have a high commitment to the organization will always show different behavior than employees who are less committed to the workplace. The level of commitment an individual has to an organization greatly influences various aspects of work behavior, including attendance rates, turnover rates, willingness to share and sacrifice, and overall improvement of the work environment (Hasibuan, 2020).

Katz highlights the importance of Organizational Citizenship Behavior in relation to organizational commitment, citing several reasons for its importance (Podsakoff, 2000), namely the main attributes of a successful leader include the ability to manage organizational finances effectively, generate valuable ideas for growth, foster a culture of skill development, foster a positive work environment, and prioritize collaborative initiatives. Organizational commitment and Organizational Citizenship Behavior play an important role in achieving the goals set by the company. Several research efforts have explored the correlation between organizational commitment and OCB (Anfajaya & Indrawati, 2016), (Sitio, 2021), (Arifiani & Putri, 2021) Saying that organizational commitment influences Organizational Citizenship Behavior, scientific research has revealed (Takdir & Ali, 2020) and Lathifah Priyandini et al. (2020), organizational commitment does not correlate with organizational citizenship behavior.

Another factor that influences Organizational Citizenship Behavior (OCB) is self-efficacy, which refers to an individual's belief in their ability to successfully complete a particular task. Spears and Jordon (Maryati, 2008), the concept of self-efficacy beliefs refers to an individual's belief in their ability to successfully carry out the actions required to complete a particular task. (Bandura, 2011) argues that the concept of self-efficacy is that an individual's belief in their ability to successfully perform a task at a certain standard directly impacts their personal efforts to achieve predetermined goals. By having a strong sense of self-efficacy, skilled workers manage challenging tasks calmly and without feelings of discomfort. Increased levels of self-efficacy have the capacity to enhance Organizational Citizenship Behavior (OCB), thereby encouraging more efficient work behavior. In the realm of OCB, self-efficacy plays a significant role by influencing anticipated achievement, motivational factors, and perceived prospects. Individuals characterized by high self-efficacy concentrate on seizing favorable prospects and view obstacles as challenges that can be overcome (Nugroho et al., 2023).

Several studies have been conducted to examine the relationship between self-efficacy and Organizational Citizenship Behavior. (Dewi & Sudibya, 2016), (Adianita, 2017) on the correlation between self-efficacy and Organizational Citizenship Behavior (OCB). The presence of high self-efficacy is manifested in employee actions, contributing to increased desired behaviors at the individual and group levels in the workforce. As a result, organizational performance experiences increased effectiveness, leading to an increase in Organizational Citizenship Behavior.

The correlation between organizational commitment and self-efficacy in relation to Organizational Citizenship Behavior presents an important gap in research, as some scholars have identified a relationship between organizational commitment and self-efficacy regarding Organizational Citizenship Behavior, while others have not observed such a relationship. To bridge this gap in research, scholars have used the variable of employee engagement.

According to Gibbons (Hughes & Rog, 2008) employee engagement refers to the strong emotional and cognitive connections that employees build with their jobs, organizations, supervisors, or colleagues, which motivate them to put in extra effort beyond basic requirements. Basically, the efforts made by the company to make employees feel happy, involved, proud and feel positive things while working in the company, Nowadays Employee engagement is a major concern for organizational or company leaders. (Amir et al., 2023). Individuals who experience a sense of engagement are those who show genuine enthusiasm and involvement in their professional duties and the organization's mission. This engagement signifies the readiness and ability to contribute to the

overall success of the company, where employees are willing to invest significant effort, time and energy, including the willingness to work overtime. Increased employee commitment and a positive sense of self-efficacy have the potential to improve Organizational Citizenship Behavior by encouraging strong employee engagement.

## **THEORETICAL BASIS**

### **Motivation Theory**

The motivation theory developed by several experts is based on the factors of individual needs and satisfaction so that they are willing to carry out their activities, so it refers to a person. Motivation is the power that results from a person's desire to satisfy and fulfill their needs. (Sanggenafa & Ferdinandus Christian, 2019). Abraham Maslow's theory says that there are five needs in motivating a person, namely (Busro, 2018): Physiological Needs, Safety Needs, Social Needs (affiliation), Esteem Needs, Self-Actualization Needs (self-actualization). A person who has high motivation will have high performance. (F.Christian & S. Rumbewas, 2021).

### **Social Exchange Theory**

Social exchange theory is generally considered as one of the theories in the field of sociology. Every social interaction inherently consists of components of costs, rewards, and benefits. It is said that exchange transactions occur only when both parties benefit from the exchange, and the advancement of public welfare usually occurs when individuals are given the opportunity to pursue their self-interest through personally recognized exchanges (Sapari, 2018).

### **Organizational Citizenship Behavior**

Robbins & Judge (2019) argue that Organizational Citizenship Behavior (OCB) is discretionary behavior that is outside the scope of an employee's formal job responsibilities, but significantly improves the operational efficacy of the organization. While (Richard, 2003) states that OCB includes work-related behaviors that go beyond established job requirements and improve the overall efficacy of the organization. According to (Prameswari & Suwandana, 2017) OCB is a voluntary action that is outside the employee's formal job responsibilities, but improves the overall effectiveness of the organization. (Suzana, 2017) argues that OCB refers to self-motivated actions by an employee who wants to engage in activities and responsibilities outside their formal obligations for the advancement and welfare of their organization. Dyne & Soon (Darto, 2014) define OCB conceptualized as constructive behavior that is not explicitly described in the employee's formal job responsibilities; this behavior includes

helping coworkers in the context of the same job, facilitating the acquisition of new skills for coworkers, volunteering for activities that improve the functioning of their work group, and providing guidance to novice employees. Based on the definition above, the author concludes that Organizational Citizenship Behavior refers to the recognition of individuals or employees about the importance of engaging in additional tasks outside of their regular working hours, whether these tasks serve personal or organizational goals, and these efforts include not only individual responsibility but also support for colleagues and teamwork. The benefits of Organizational Citizenship Behavior can be experienced by the organization and its workforce. (Jin-Liang & Hai-Zhen, 2012) stated that the dimensions of Organizational Citizenship Behavior, especially altruism, conscientiousness, and sportsmanship, can reduce employee turnover rates. In addition, two other forms of Organizational Citizenship Behavior, courtesy and civic virtue, can extend employee tenure, improve quality within the company, and contribute to the overall success of the organization.

### **Employee Engagement**

According to Gibbons (Hughes & Rog, 2008) employee engagement refers to the strong emotional and intellectual connection that employees feel towards their work, organization, managers, or colleagues, which encourages them to contribute additional effort to their tasks. (McLeod, 2009) sees employee engagement as a work approach that aims to ensure that employees are devoted to the goals and values of their organization, inspired to contribute to the success of the organization, and simultaneously can increase their sense of well-being.

Engagement is a positive, meaningful, and motivational attitude with characteristics of strength, dedication and absorption (Bresó et al., 2007). The International Education Standards (IES) describes employee engagement as a favorable attitude that employees have toward the organization and its values. An engaged employee understands the business context and collaborates with coworkers to improve job performance for the benefit of the organization. It is essential for organizations to actively encourage and sustain engagement, which requires a reciprocal relationship between the employer and employee (Robinson et al., 2004). Based on the various definitions presented by the individuals mentioned above, it can be concluded that employee engagement embodies a constructive mindset that employees have, characterized by a sense of purpose, along with a strong level of motivation, resilience, and determination to persist, while maintaining full focus on tasks that resonate with the organization's vision and mission.

## **Organizational Commitment**

Meyer and Allen (Yusuf & Syarif, 2018) organizational commitment is a psychological concept that defines the relationship between an individual and his organization, influencing the individual's decision to persist in their membership in that entity. According to (Indra, 2010) organizational commitment reflects a scenario in which an employee is aligned with the goals of his organization and wants to maintain their affiliation. Therefore, high job involvement indicates a strong alignment with the individual's specific role.

According to the above definition, individuals who are dedicated to their organization are more likely to thrive in it compared to those who do not have such commitment. Robbins & Judge (Yusuf & Syarif, 2018) commitment refers to the extent to which individuals align themselves with the organization, its goals, and expectations to maintain their membership. Organizational commitment is characterized by a situation in which an employee aligns their interests with the interests of a particular organization, along with a desire to remain part of that organization.

Luthans (Wibowo, 2016) explains that organizational commitment is:

- 1) A deep desire to continue as a member of a particular organization,
- 2) Motivation to exert considerable effort on behalf of the organization,
- 3) A clear belief in and acceptance of the values and goals of the organization.

In essence, commitment embodies an attitude that signifies employee loyalty to the organization and represents an ongoing process in which organizational members demonstrate their dedication to the success and well-being of the organization.

According to Colquitt, Lepine and Wesson (Wibowo, 2016) organizational commitment refers to the tendency of certain employees to continue to be part of the organization. This commitment influences whether an employee remains with the organization (retained) or chooses to seek employment elsewhere.

Steers (Yusuf & Syarif, 2018) Organizational commitment indicates the level of relationship and involvement of an individual with an organization. Mowday et.al. (Yusuf & Syarif, 2018) states that organizational commitment is characterized by the extent to which an employee aligns his identity with the organization and his participation in that particular organization.

Commitment can be fostered when individuals in an organization recognize their rights and responsibilities, regardless of their specific roles and positions, because the achievement of organizational goals depends on the collective efforts of all its members (Christina, 2012). Organizational commitment remains a topic of interest to management in organizations and researchers who specifically study human behavior. This commitment is very important for contemporary organizations, because assessing the extent to which an

employee is aligned with the organization and their intention to remain a member can provide valuable insights into their overall dedication to the organization (Yusuf & Syarif, 2018).

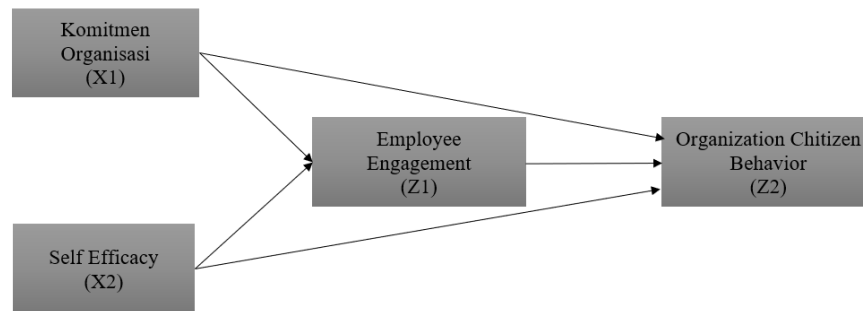
### **Self Efficacy**

Bandura (2011) stated that self-efficacy basically arises from cognitive processes involving decisions, beliefs, or expectations regarding an individual's assessment of their ability to carry out certain tasks or actions that are important to achieving desired outcomes. Self-efficacy highlights the aspect of self-confidence that individuals hold when facing uncertain, unpredictable, and often stressful situations. Self-efficacy is the belief that one is capable of performing a behavior well. (Amir et al., 2023).

Gist & Mutchell (Fitriana et al., 2015) said that self-efficacy can produce various behaviors among individuals who have the same skills, because self-efficacy affects decision making, aspirations, problem solving, and determination to exert effort. Gist (Fitriana et al., 2015) showed clear evidence that self-efficacy significantly contributes to motivating employees to handle demanding tasks in pursuit of specified goals. Based on the description above, it can be concluded that self-efficacy broadly includes a person's belief in their ability to navigate the various circumstances presented by life. Self-efficacy is usually not correlated with the actual skills a person has, but rather with the individual's belief in what can be achieved by using those skills, regardless of their extent. Self-efficacy affects various dimensions of an individual's thinking process and actions.

### **Thinking Framework**

The conceptual framework describes the relationship between variables used to answer the problem formulation through research analysis. To solve the problem, the author adds a mediating variable, namely employee engagement, as we see in, the conceptual framework in this study is:



**Figure II.1 Framework of Thinking**

### Hypothesis

1. Based on the problem formulation and theoretical research presented previously, the following hypotheses are proposed:
2. Organizational commitment positively influences employee engagement.
3. Self-efficacy positively influences employee engagement.
4. Organizational commitment positively impacts Organizational Citizenship Behavior.
5. Self-efficacy positively impacts Organizational Citizenship Behavior.
6. Employee engagement positively impacts Organizational Citizenship Behavior.
7. Organizational commitment positively impacts Organizational Citizenship Behavior, with employee engagement serving as a mediating variable.
8. Self-efficacy positively impacts Organizational Citizenship Behavior, with employee engagement acting as a mediating variable..

### RESEARCH METHOD

This research uses a quantitative research type. According to (Creswell, 2010) a research design that uses a quantitative approach involves assessing quantitative information and objective statistics through scientific calculations obtained from a sample of individuals or residents who are asked a series of questions in a survey to determine the frequency and percentage of their answers. The subject of the study according to (Sugiyono, 2018) Population refers to a generation area consisting of objects/subjects that have specific qualities and characteristics set by the researcher to be examined, from which conclusions are then drawn. The population of this study consisted of 383 employees from the Class III Airport Operator Unit Office located in West Papua. The statistical analysis technique used is Structural Equation Modeling (SEM). According to (Hair et al., 2014) Using SEM allows simultaneous analysis of several

relationships, thereby increasing statistical efficiency. In this study, there are 15 indicators, so a minimum sample size of at least 10 x 15, or potentially up to 150 respondents, is required. According to this calculation, the sample consisted of 150 civil servants from the Class III Airport Operator Unit in West Papua. The sample was selected using the Cluster Random Sampling method, which is a group sampling technique. This type of sampling is done based on designated groups or areas. The purpose of the Cluster Random Sampling method is, among other things, to conduct research on a subject in various parts of an organization. The instrument used in this study was a closed questionnaire, where respondents only choose from the available answers provided in the questionnaire. This study used an assessment tool in the form of a questionnaire using a Likert scale, where questions/statements were arranged to receive scores ranging from 1 to 5, thus measuring respondents' answers from strong disagreement to strong agreement ((Sekaran & Bougie, 2016). The questionnaire was tested for validity to evaluate the authenticity or legitimacy of the questionnaire. The questionnaire is considered valid if the statements contained therein successfully capture the constructs intended to be measured (Ghozali, 2016). After obtaining valid statements, the next step is to conduct reliability testing as a means of evaluating questionnaires that cover various variables.

### Data Analysis Methods

Structural Equation Modeling (SEM) analysis acts as an analysis tool that combines two different statistical models: factor analysis and multiple regression analysis. SEM research modeling allows researchers to address regressive and dimensional research questions (i.e., to measure the dimensions of a concept) and allows simultaneous testing of multiple dependent variables in addition to multiple independent variables (Ferdinand, 2002). In this study, hypothesis testing was conducted using the AMOS 24 program, which facilitates the development of dimensional and hierarchical research models.

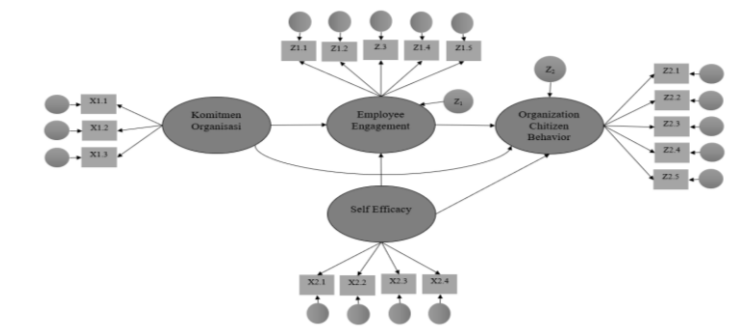


Figure III.1 Full Structural Model

## **RESULT AND DISCUSSION**

### **Validity and Reliability Test**

Assessment of instrument validity involves calculating the correlation coefficient between item scores and total scores at a significance level of 95% or  $\alpha = 0.05$  (Santoso, 2019). Validity is assessed using the product moment correlation coefficient, and the instrument is considered valid if the  $r$  value is  $\geq 0.159$  (Table R). For the Reliability Test, the instrument used in this study will be evaluated using the Cronbach's alpha technique, utilizing the capabilities of SPSS software. The accepted threshold for the Cronbach's alpha level is set at  $\geq 0.60$ , although this should not be seen as an absolute standard (Sekaran & Bougie, 2019).

The results of the Validity test conducted on the four variables, namely Organizational Commitment ( $X_1$ ) with a correlation value (calculation) ranging from 0.862 to 0.897, Self Efficacy ( $X_2$ ) obtained a correlation value (calculation) between 0.895 and 0.933, Employee Engagement ( $Z_1$ ) the correlation number (calculation) ranges from 0.815 to 0.863, and Organizational Citizenship Behavior ( $Z_2$ ) with a correlation number (calculation) ranging from 0.876 to 0.917, the calculated  $r$  value is greater than the  $r$  table of 0.159, so it can be concluded that the four variables are valid. Next for the Reliability test because the four variables have a Cronbach alpha value between 0.860 and 0.934 greater than 0.6, this means that all variable items can be said to be reliable

### **Data Normality Test**

Normality evaluation is carried out using a critical ratio slope threshold of  $\pm 2.58$  at a significance level of 0.01 (1%). The data set is considered normally distributed if the critical ratio slope value remains below the threshold of  $\pm 2.58$  (Ghozali, 2019). According to the calculation results, all indicators show a critical ratio slope value below  $\pm 2.58$ . As a result, the data comes from normally distributed indicators and is considered suitable for use.

### **Outlier Evaluation**

Outlier assessment is carried out to examine the characteristics of data point observations that show unique properties that significantly deviate from other observations, potentially manifesting in extreme forms, either for individual variables or for combinations of variables. Outlier detection is carried out to identify univariate outliers as well as multivariate outliers. Identification of multivariate outliers is achieved through the evaluation of Mahalanobis distance (Ghozali, 2019).

Mahalanobis distance is juxtaposed with the chi-square value. The presence of random distance values indicates the presence of multivariate

outlier problems (Ghozali, 2019). In line with this provision, the current study produced a chi-square value of 102.649 and the maximum value for the Mahalanobis distance was recorded at 56.081. As a result, it can be concluded that this study did not find multivariate outlier problems. The absence of multivariate outliers indicates that the data is suitable for application.

### Goodness of fit Model Test Results

The structural model test that includes all latent variables (constructs), which include organizational commitment and self-efficacy as independent variables, along with employee engagement and Organizational Citizenship Behavior as dependent variables, is interconnected through the application of the goodness of fit test.

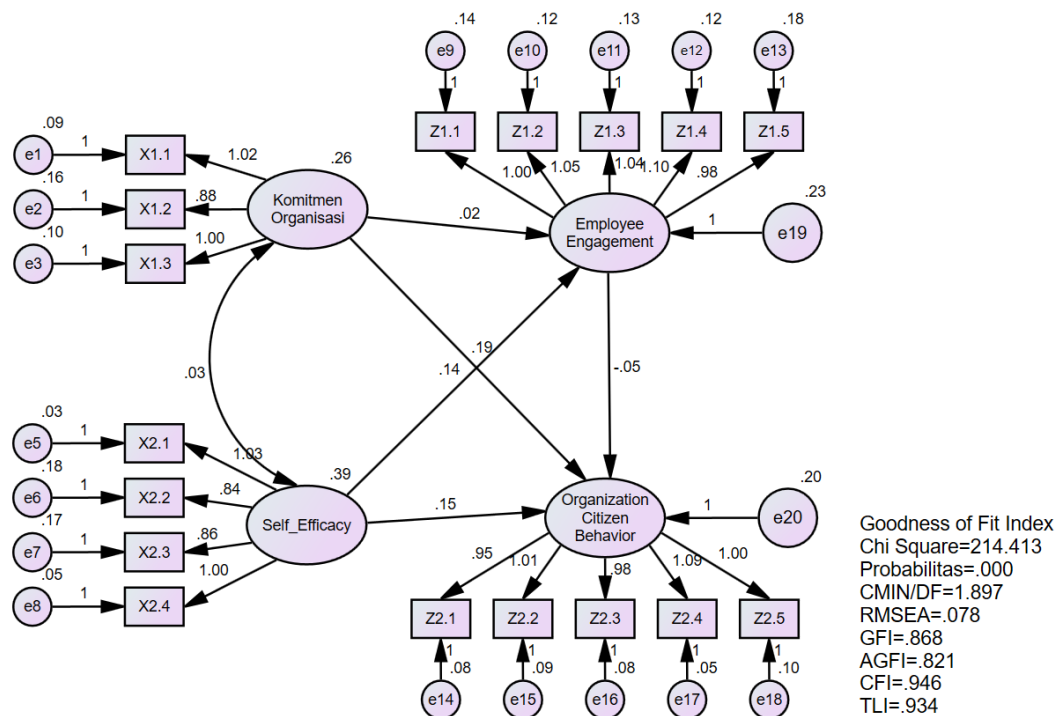


Figure IV.1 SEM Full Initial Model

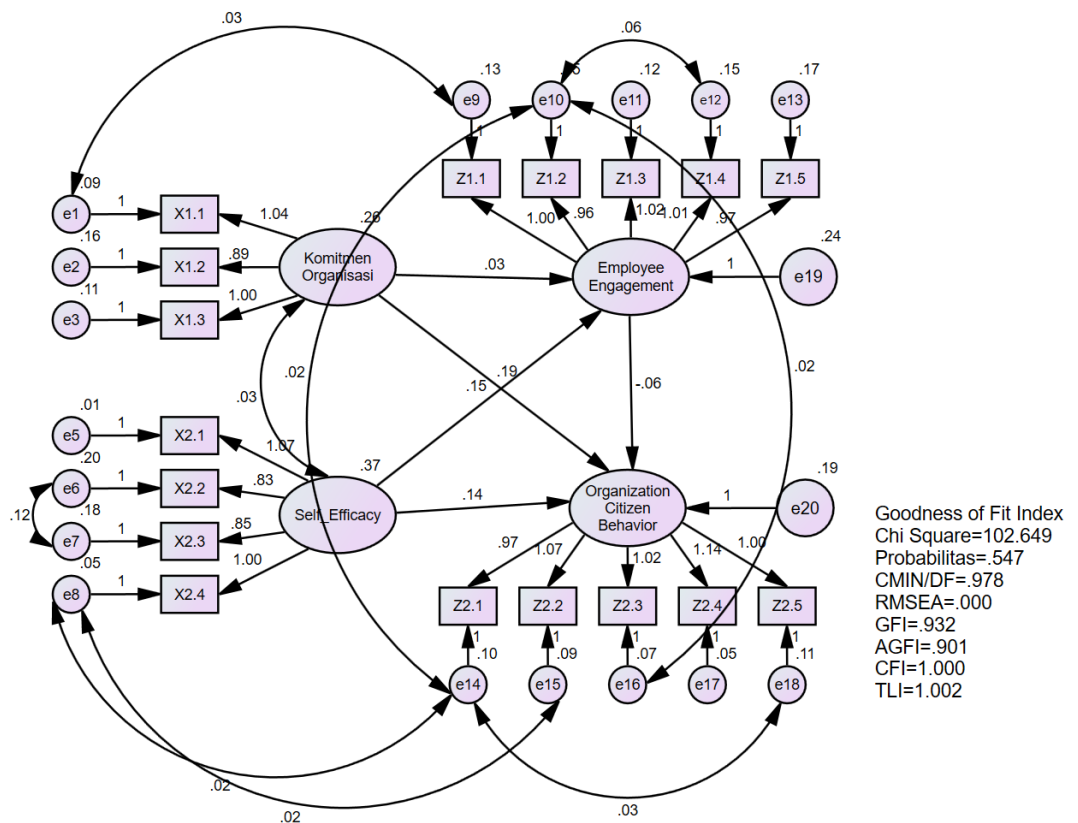


Figure IV.2 SEM Full Final Model

Based on this comprehensive model, the assessment will be carried out according to the goodness of fit test criteria, According to the test results, it is proven that the Goodness of Fit Index value for all criteria is included in the fit category. Therefore, the model can be described as a whole quite adequate. According to (Wijanto, 2008) there are several measures of fit models in Structural Equation Modeling (SEM), and the assessment of model fit is determined by the extent to which various model measures can adjust to their fit values as determined by the research model. A large number of target fit values achieved by the Goodness of Fit measures simultaneously improve the quality of the research model.

### Hypothesis Testing

To facilitate the analysis of functional relationships between variables, the coefficient values have been compiled can be known:

1. Direct influence of organizational commitment on employee engagement  
 The coefficient of influence of the organizational commitment variable (X1) on employee engagement (Z1) is 0.028 accompanied by a t-value of 0.313 and a standard error (SE) value of 0.091 at a significance level of 0.754 above 0.05.

This shows that organizational commitment (X1) has no statistical effect on employee engagement (Z1). As a result, hypothesis 1, which states that organizational commitment positively influences employee engagement is not supported.

Direct influence of self-efficacy on employee engagement

2. The coefficient of influence of the self-efficacy variable (X2) on employee engagement (Z1) is 0.147 with a t-value of 2.026 and a standard error (SE) value of 0.073 at a significance level of 0.043 which is below 0.05. This indicates that self-efficacy (X2) has a positive and significant effect on employee engagement (Z1). Thus, hypothesis 2, which states that self-efficacy positively influences employee engagement is supported.

3. Direct influence of organizational commitment on organizational citizenship behavior

The coefficient of influence of the organizational commitment variable (X1) on Organizational Citizenship Behavior (Z2) is 0.194 with a t-value of 2.452 and a standard error (SE) of 0.079 at a significance level of 0.014 which is lower than 0.05. This shows that organizational commitment (X1) has a positive and significant effect on Organizational Citizenship Behavior (Z2). Therefore, hypothesis 3, which claims that organizational commitment positively influences Organizational Citizenship Behavior is supported.

4. Direct influence of self-efficacy on organizational citizenship behavior

The coefficient of influence of the self-efficacy variable (X2) on Organizational Citizenship Behavior (Z2) is 0.139 accompanied by a t-value of 2.203 and a standard error (SE) of 0.063 at a significance level of 0.028, which is below 0.05. This indicates that self-efficacy (X2) has a positive and significant impact on Organizational Citizenship Behavior (Z2). As a result, hypothesis 4, which states that self-efficacy positively influences Organizational Citizenship Behavior, is validated.

5. Direct influence of employee engagement on organizational citizenship behavior

The coefficient of influence of the employee engagement variable (Z1) on Organizational Citizenship Behavior (Z2) is at -0.058 with a t-value of -0.728 and a standard error (SE) of 0.079 at a significance level of 0.467, which is above 0.05. This indicates that employee engagement (Z1) does not affect Organizational Citizenship Behavior (Z2). Therefore, hypothesis 5 which states that employee engagement positively influences Organizational Citizenship Behavior cannot be confirmed.

6. Indirect effect of organizational commitment on organizational citizenship behavior through employee engagement

To assess the significance of the indirect effect of organizational commitment on Organizational Citizenship Behavior through employee engagement, the Sobel test was used. The coefficient of influence of the organizational commitment variable ( $X_1$ ) on employee engagement ( $Z_1$ ) is 0.028 and the standard error (SE) value is 0.091. The coefficient of influence of the employee engagement variable ( $Z_1$ ) on Organizational Citizenship Behavior ( $Z_2$ ) is at -0.058 and the standard error (SE) is 0.079. According to the Sobel test, the t value calculated for the indirect effect of organizational commitment ( $X_1$ ) on Organizational Citizenship Behavior ( $Z_2$ ) through employee engagement ( $Z_1$ ) is -0.284 smaller than the t-table value of 1.655. Thus, hypothesis 6, which indicates that organizational commitment positively influences Organizational Citizenship Behavior with employee engagement as an intervening variable cannot be supported.

7. Indirect effect of self-efficacy on organizational citizenship behavior through employee engagement

To assess the significance of the indirect effect of self-efficacy on Organizational Citizenship Behavior through employee engagement, the Sobel test was used. The coefficient of influence of the self-efficacy variable ( $X_2$ ) on employee engagement ( $Z_1$ ) was 0.147 and the standard error (SE) value was 0.073. The coefficient of influence of the employee engagement variable ( $Z_1$ ) on Organizational Citizenship Behavior ( $Z_2$ ) was at -0.058 and the standard error (SE) was 0.079.

Based on the Sobel test, the t-value reflecting the indirect effect of self-efficacy ( $X_2$ ) on Organizational Citizenship Behavior ( $Z_2$ ) through employee engagement ( $Z_1$ ) was -0.697 smaller than the t-table value of 1.655. Therefore, hypothesis 7, which claims that self-efficacy positively impacts Organizational Citizenship Behavior with employee engagement functioning as an intervening variable cannot be confirmed.

## CONCLUSION

Based on the results of the research that has been conducted on the impact of organizational commitment and self-efficacy on OCB mediated by employee engagement, it can be concluded that Self-efficacy has an effect on employee engagement, Organizational commitment has an effect on organizational citizenship behavior, Self-efficacy has an effect on organizational citizenship behavior. While Organizational commitment does not have an effect on employee engagement, Employee engagement does not have an effect on organizational citizenship behavior, Employee engagement does not mediate the effect of organizational commitment on organizational citizenship behavior, Employee engagement does not mediate the effect of self-efficacy on organizational citizenship behavior.

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